

A nighttime photograph of the Minneapolis skyline across the Mississippi River. The Stone Arch Bridge is in the foreground, its stone arches illuminated from below. The city lights are reflected in the water. The sky is a deep blue.

# Amazon HQ2 Proposal

State of Minnesota  
Minneapolis-Saint Paul Region

GREATER  MSP<sup>®</sup>

Minneapolis Saint Paul Regional Economic Development Partnership

 EMPLOYMENT AND  
ECONOMIC DEVELOPMENT  
MINNESOTA

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October 16, 2017

Mr. Jeff Bezos  
Founder, Chairman, and Chief Executive Officer  
Amazon Office of Economic Development  
c/o Site Manager Golden  
2121 7<sup>th</sup> Avenue  
Seattle, Washington 98121

Dear Mr. Bezos:

On behalf of the State of Minnesota we are proud to submit our state's response to Amazon's call to establish a second corporate headquarters in North America. As you will see in our proposal, Minnesota will be a terrific second home for Amazon.

Our state offers exceptionally talented and productive people, an excellent education system, a high quality of life, and a diverse business community that will help Amazon hit the ground running. Seventeen Fortune 500 companies are headquartered here, including some of North America's largest food, retail, computing, medical device, and logistics companies. The international airport is within 15 minutes of each downtown. The University of Minnesota is a top ranked research university and our entire system of higher education will provide a pipeline for new talent. Additionally, the quality of life in Minnesota is unmatched. The Twin Cities has a thriving art and theatre scene, while unbound outdoor recreational opportunities are at our doorstep.

We believe in strong public-private partnerships as a key strategy for economic development and business success. If Amazon selects Minnesota as the site of HQ2, we will partner with you to ensure that Amazon has access to the best workforce, education systems, and infrastructure in the world.

We are grateful for this unprecedented opportunity and look forward to continue working with you to ensure that Amazon thrives in Minnesota.

Thank you for your consideration.

Sincerely,

Mark Dayton  
Governor

Paul Gazelka  
Senate Majority Leader

Thomas Bakk  
Senate Minority Leader

Tina Smith  
Lt. Governor

Kurt Daudt  
Speaker of the House

Melissa Hortman  
House Minority Leader



## **EXECUTIVE SUMMARY**

The Minnesota Department of Employment and Economic Development (DEED) and the Minneapolis-Saint Paul Regional Economic Development Partnership (GREATER MSP) are pleased to submit this proposal for consideration as the location of Amazon's second headquarters (HQ2).

The Minneapolis-Saint Paul region would provide Amazon with the best home for HQ2. The pages that follow give you all the details, and more, to validate that decision. We hope a few themes become evident:

**We have the sites you seek.** Locations in the middle of exciting and emerging urban environments that can leverage existing buildings or create new. Suburban locations quickly and easily connected to the urban core. Or locations with plenty of land to create the campus Amazon envisions.

**We have the workforce you need** and are working to make it stronger. Our workforce is extraordinary and diverse. Well-educated and well-trained. Our workers have helped many companies grow and succeed. They will help Amazon succeed here too. Our region has come together to ensure that our workforce will stay strong for the future. Hundreds of organizations are collaborating to attract and retain talent and create opportunity for all workers. We will meet the talent needs that lie ahead.

**Innovation underpins our economy.** Our region has a history of creating products and services to solve problems. This applied innovation has led to creation of some of the greatest consumer brands, products, industries and retail. And now we are realizing it with artificial intelligence and machine learning. We are seeing the same spirit fueling our start-up scene, especially in technology. And we have mentors, networks and capital to help the entrepreneurs succeed. Our legacy of innovation is driving the future.

**Our government and business community is ready to help you succeed.** We invest in education, infrastructure, and civic assets to ensure business has what it



needs to be successful. Our public sector leadership is creative and collaborates to support truly ground-breaking initiatives that impact the long-term vitality of the region. We have a collaborative, tighter knit business community than most regions. Our private sector leaders meet regularly to discuss what will make our region a great place to do business. This agenda for regional improvement has created cross-regional initiatives to address our economic health.

Finally, **this is a great place to live**. People who move here, stay here. People who grew up here and moved away, come back. Our community is open, affordable, and filled with opportunity. The Minneapolis-Saint Paul region grows with you as your life changes.

We look forward to further discussions with Amazon. We hope this document is the beginning of a long relationship.

Greater Minneapolis-Saint Paul. Business and People Prosper Here.

See RFP Response Section for data to support this narrative.

## THE GREATER MSP STORY

What happens when an entire economy is built on what's next over the horizon?

In Minnesota, the seasons change with unambiguous vigor. No half-hearted shifts from warm to cool and back to warm again for us. We do hot. We do cold. And we do everything in-between. That being the case, it's easy to see why our agrarian forebears were in a constant state of preparation, always doing their best to thrive, whatever might next blow in over the fields.

It's a mindset that became so ingrained in Minnesota's psyche that, even now, long after our theater of seasons has become a joyous source of recreation, and our economy is driven by more citified pursuits, we still find ourselves pondering the horizon and wondering what could be coming that we might somehow have overlooked.

*Prepare* we were taught. *Own* the future. And so we do. We foresee a world where travel, whether international or domestic, waits for no one, and so we prepare with North America's most stunningly efficient airport. We envision a city much larger than the one we currently have, and so we prepare with a commuting system that provides the shortest travel times of any major metropolitan area. We see a brilliant future in a vibrant, multi-cultural society, and so we prepare by building programs that encourage, welcome and support the best and the most ambitious from around the world.

And most importantly, we prepare our young people to be prepared themselves, with the highest-ranking schools in the country.

Perhaps this is why, in Minneapolis St. Paul, the current Age of Great Disruption doesn't feel all that disruptive to us. We have learned to thrive on change, by investing in our people, our cities, our future. This is why Minneapolis Saint Paul is proud to declare our profound enthusiasm for the prospect of becoming a second home to Amazon. We're ready to grow with you, and quickly.

How ready? Let's look in more detail at some of the many pre-existing attributes that make Minneapolis Saint Paul an ideal place to call home.

Imagine for a moment that Amazon could order all the elements for a successful new base from [amazon.com](https://www.amazon.com) itself. What would you want on your doorstep this afternoon?

Let's start with terrain. How about a place whose geography won't constrict or contort your growth? A place without mountain or water barriers.

That seems worth a click.

Next, where would you like to locate that patch of land? Somewhere central, where other major hubs of commerce are only hours away? And while we're at it, how about putting that location far from the most threatening impacts of a changing climate? Oh, and speaking of Mother Nature, wouldn't some nearby stretches of vast untouched natural beauty be more than nice to have as well? (Is it just us, or is this sounding a lot like Minneapolis Saint Paul?)

Having selected the ideal terrain and location, what about bundling that with an environment for highly productive partnerships between government and industry?

Let's open up a page filled with famous logos belonging to the largest per-capita concentration of Fortune 500 companies in the United States. These firms attract an astonishing variety of talent to Minneapolis Saint Paul from throughout the world. Moreover, their leadership is deeply committed to our community, working together with state and local authorities to anticipate (there we go again) the long-term needs of the region.

Did we mention being number one in healthcare facilities nationwide? In fact, leveraging the world famous Mayo Clinic, the state of Minnesota, county governments and the private sector are currently investing over 600 million dollars to create the world's foremost destination for medical researchers, practitioners and patients; an economic engine for the entire region.

Let's wind up this shopping spree with what we anticipate will be a major factor in settling on a second place Amazon can comfortably call home: Culture. At Amazon, you have built your own culture of 'owners'; is there such a thing as a civic-owner culture? We're creating strong evidence that there is, and in this online shopping exercise, it can be ordered up and in place the day you declare Minneapolis Saint Paul your new second home. The Minneapolis-Saint Paul region is renowned for its Midwest work ethic and quiet intensity. The government we elect is stable, often taking nation-leading action on topics ranging from healthcare to social justice. And these values are further demonstrated by the behavior of our highly educated general population; Minneapolis Saint Paul consistently ranks number one in the country for voter turnout, volunteerism, and charitable giving. We own living here.

Amazon, if you're shopping for a move-in-ready, take-on-the-world location, the Minneapolis Saint Paul region is uniquely qualified to work with you and make it happen. We have good bones. We have the foundation. We are not new to big changes, big challenges and, most importantly, doing big things.

Maybe it's our way of making sure there's always something more interesting to talk about than the weather.

## Initiatives to Notice

Three initiatives provide great insight into what is possible in the Greater MSP region.

The Itasca Project – An employer led civic alliance focused on building a thriving economy and improved quality of life. It is a virtual organization of CEO's, public and institutional leaders that discuss and agree on regional priorities and then assemble a task force to take action. Its guiding principles are:

- Unique contribution on core regional issues.
- Facts first.
- Cross sector, diverse perspectives.
- Impact driven by participants.

Priorities include: Career and College Readiness, Measuring Regional Progress, Closing Socioeconomic Gaps, Aligning Education and Training with Employer Workforce Needs.

Itasca has formalized a long-term commitment to our community value of engagement by business leaders in the region's future. Learn more at <https://www.theitascaproject.com>

Destination Medical Center – Destination Medical Center (DMC) is a robust, 20-year economic development initiative. The \$5.6 billion plan is the largest in Minnesota's history and among the largest underway in the United States.

State of Minnesota officials determined there was a compelling interest to authorize public investments, to help support Mayo Clinic's growth in Rochester, Minnesota. These leaders worked together to develop DMC and created in statute the financing tools and public governance structure necessary to position Minnesota as a global center for the highest quality medical care and to generate high-value jobs, new tax revenue and businesses. The state legislature allocated \$585 million over the life of the project.

The DMC Initiative serves as a public-private partnership, combining private investment by Mayo Clinic and other private investment, as well as public funding from the City of Rochester, Olmsted County and the State of Minnesota to facilitate and support public infrastructure.

To date, nearly \$300 million in private investment is supporting the DMC district, with 18 projects either proposed, under construction or completed, including the first phase of nearly two million square feet of innovative research space.



Make It. MSP --This is the region's talent attraction and retention program. Recognizing that a strong and vibrant workforce is critical to our future economic growth, this initiative was created to attract and retain talented workers to the region. The partnership, driven by GREATER MSP, is a movement of over 100 organizations from Fortune 500 employers, civic groups, meet-up groups, philanthropies, colleges and universities, all working to build the region strong. Many teams in the initiative hold events to welcome newcomers, engage professionals of color, encourage entrepreneurs, help corporate recruiters. The initiative has hosted recruitment visits to other markets to attract tech talent. The annual Start-Up Week fly-in program sponsors visits to the region by tech talent looking to relocate. It is always looking for creative ways to engage workers and sell the region as the best place to live.

#### Examples of Make It. MSP. Tech Recruiting Activities

- Fortune 500 employers U.S. Bank, Medtronic Target, Best Buy, UnitedHealth Group (Optum), and General Mills are working with the Carlson School of Management, tech startups and bootcamps, and tech community groups like Minnestar, Blacks in Technology, Minneapolis Junior Developers, and others to address near term talent gaps in technology
- - During 2017 the team has reached 386,000+ technologists in markets outside Minneapolis-Saint Paul with nearly 3 million impressions on content about living and working in the MSP region
- - 14,000+ tech workers have interacted with content at [makeitmsp.org](http://makeitmsp.org) where we are learning about preferences and interests and how to engage this audience further
- - Visiting high-priority markets for collective recruiting efforts. During September 5 Fortune 500 MSP employers joined startups and midsize companies to recruit software developers in Chicago. Over 9,000 tech professionals were reached
- - Providing tech professionals with an opportunity to visit and experience the MSP region. Working with Twin Cities Startup Week, our team targeted 250,000 tech professionals in 10 U.S. regions for a sponsored fly-in visit program during the week.
- - Creating a community connection program to technology professionals in our region. Our efforts indicate that software developers are more likely to trust and take action as a result of feedback from peers within their skill or interest area.



# RFP Response

Business and People Prosper Here

October 18, 2017

Amazon Office of Economic Development  
C/o Site Manager Golden  
2121 7<sup>th</sup> Ave  
Seattle, WA 98121

On behalf of the Minnesota Department of Employment and Economic Development (DEED), thank you for the opportunity to provide information on resources available to support your expansion. Minnesota has experienced significant economic growth in recent years and we welcome your project to join the numerous successful companies located in our great state.

#### Existing State-Level Economic Development Tools

As the principal economic development agency in Minnesota, DEED provides a variety of tools in concert with the local communities that we support. From preparing land for further development, financing business development opportunities, investing in transportation infrastructure improvements, to training workers, I anticipate existing DEED programs could support your investments in Minnesota both now and into the future.

DEED has worked with many companies that have expanded in phases, allowing for multiple awards from the same programs. The initial phase of your Request for Proposal, for example, suggests 500,000 square feet of office space and we estimate, 2,500 employees. An expansion of that size would typically generate a state award of \$3-5 million from existing DEED programs, in addition to local support as specified in the site proposals. The programs listed below are currently available under DEED's existing authority to Amazon and all companies interested in expanding in Minnesota.

**Table: Overview of Existing State-Level Economic Development Tools**

Program	Purpose	Statutory Maximum	Performance Requirement	Application	Timing	Clawback
Minnesota Investment Fund	Financing (forgivable loan)	\$1 million to the business	1:1 match, 200 new jobs above \$13/hr. - 2 years to meet job goals	Continuous	Up to two months	Pro rata share
Job Creation Fund	Job creation and capital investment	\$2 million to the business	\$25m in real prop. investment, 200 new jobs above \$28k/yr. Pay for performance	Continuous	Up to one month	None
Job Skills Partnership	Worker training	\$400,000 to higher education institution	Train incumbent or new workers, match required – training must occur	Four rounds per year	Requires board approval (chaired by commissioner)	None
Community Infrastructure	Public infrastructure	\$2 million* to local government	50% match, expect development	Continuous	Up to two months	Possible from city

Redevelopment	Site preparation i.e. demolition	\$1 million* to local unit of government	50% match, expect development	Two rounds per year	Up to two months	Possible from city
Contamination Clean Up	Clean-up contaminated sites for development	\$2 million* to local unit of government	50% match expect development	Two rounds per year	Up to two months	Possible from city
Transportation and Economic Development	Transportation system improvements	\$10 million* to local unit of government	30% local match, expect development	One round per year	Up to two months	None
Data Centers	Tax Exemption (Refund)	None – to the business	\$30 million in 48 mos.	Continuous	90 days	None

\*there are no maximum awards but these are the largest awards the department has made in recent years

### Special Incentives Authorized by the Minnesota Legislature

Over the past decade, the Minnesota Legislature has authorized special incentive packages to support large, unique business expansions and economic development opportunities. The Minnesota Legislature is scheduled to convene in February 2018 and end in May 2018. Any special appropriation separate from DEED's existing programs approved by the legislature would be available in July 2018, at the earliest. Below are examples of special incentives recently authorized by the Minnesota Legislature.

- Sales Tax Exemptions on Construction Materials - depending on the location, approximately 7 percent of taxable purchases on construction materials would be refunded from state sales tax. Estimates include Digi-Key (\$40m), 3M (\$5m) and United Technologies (\$4m).
- Expanded Minnesota Investment Fund Award - these projects received awards in excess of DEED's statutory maximum of \$1 million per project. Estimates include Baxter International/Takeda (\$5m), Cirrus Aircraft (\$4m) and Digi-Key (\$4m).
- Infrastructure Support - these projects received a special appropriation through our agency: Medtronic (\$12m), St. Jude Medical (\$2m) and United Health Group (\$2m). The Minnesota Department of Transportation also managed large construction projects, appropriated by the legislature, for various system improvements to support these developments.
- Unique Public Private Partnerships - Destination Medical Center: In 2013, the Legislature authorized \$585 million in state and local public infrastructure funds over 20 years to support the city of Rochester and the Mayo Clinic's anticipated growth. Total investment projections for the project are \$5 billion and adding more than 30,000 new jobs. US Bank Stadium: in 2012, the Legislature authorized \$498 million in state and local resources to support the construction of the \$1.1 billion publicly-owned US Bank Stadium.

We are thrilled to currently have Amazon facilities located in our state and look forward to strengthening that relationship through this process. Thank you for this incredible opportunity and your consideration of Minnesota.

Regards,



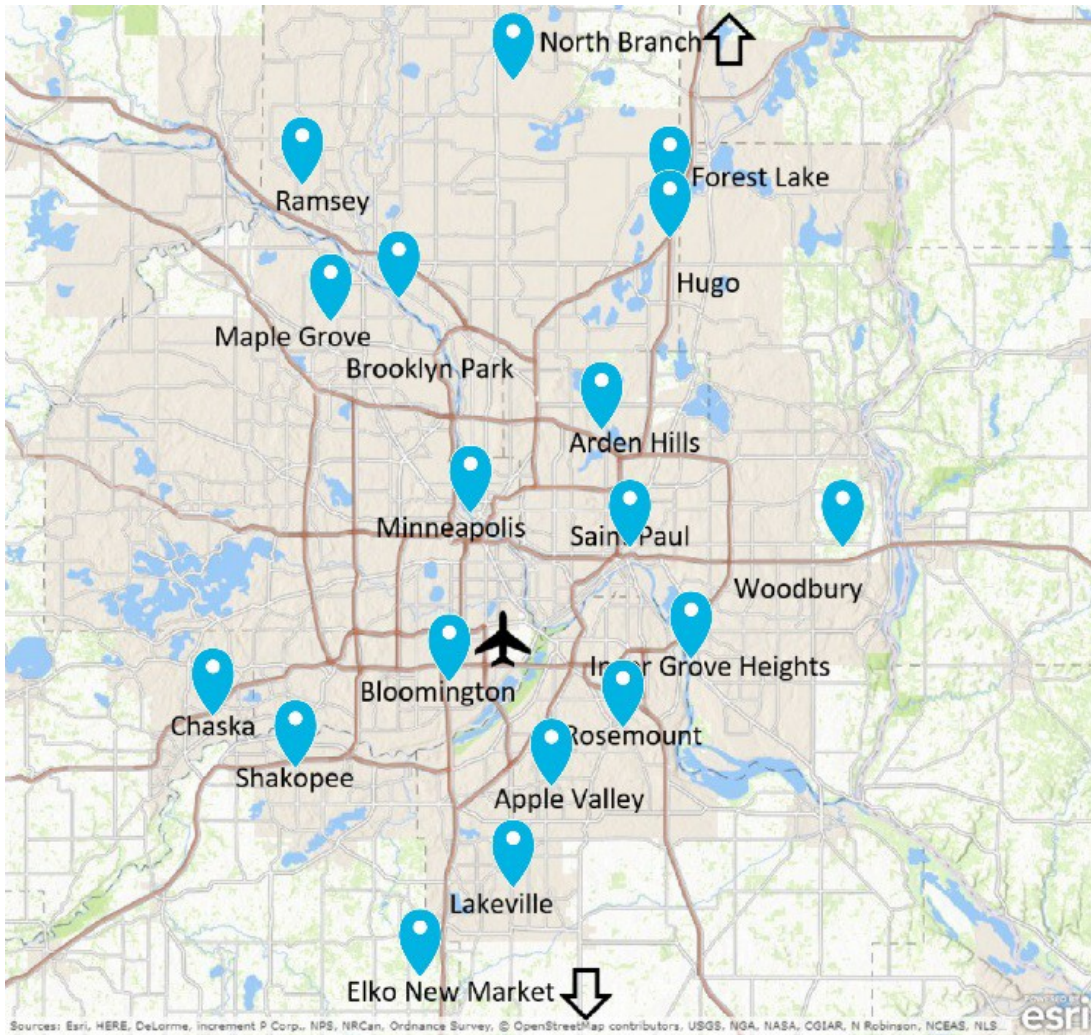
Shawntera Hardy  
Commissioner



## 1. Site Information.

The Minneapolis-Saint Paul region is pleased to provide a range of potential buildings/sites for consideration, and will work diligently with you as you move forward in your decision-making. We have attached a Site Appendix document with detail on each of our options. Additional supporting documentation on those options can be found at the password-protected website.m

### Locations of proposed sites in the Minneapolis - Saint Paul Region:



## 2– 4. Incentives.

**State level incentives** are detailed in the previous letter from Commissioner Hardy

### **Local-Level Economic Development Aid**

Local communities in Minnesota have a variety of incentive tools they can utilize to assist with the HQ2 project. Tools such as Tax Increment Financing (TIF), real property tax abatements, land/building price write downs, utility fee waivers and project expediting teams are a few to mention. All local financial assistance is subject to local approval and on average is a 90-day process.

## 5. Labor and Talent Attraction

### Overview of Labor and Wages

#### SNAPSHOT

The GREATER Minneapolis Saint Region has a rich and growing pool of talent waiting to help Amazon realize its vision. Consider:

- The region has an above average concentration of the positions Amazon seeks to attract.
- MSP has the second most concentrated population of millennials and it continues to grow.
- Workers with advanced tech-related skills are moving to the region, and the re region is a leading the U.S. MSA for density of tech talent.
- The region has one of the highest retention rates for executives, and for tech and computer science graduates. People who move here, want to stay here.
- The region formed Make It. MSP., a regional talent initiative to retain and attract workers in order to keep our talent pool strong.

The job market in MSP offers many great opportunities, and economic vitality. The MSP area supports more than 83,000 jobs in computer-related occupations.

Minnesota's hard-working population is reflected in the second highest total labor force participation rate nationwide, 70.5 percent. ( U.S. average is 62.7 percent).

The GMSP area supports more than 232,000 jobs in executive/management, engineering – including software development engineers, legal, accounting and administrative areas.

- Jobs in the targeted group occupations overall have a location quotient of 1.21 for these jobs, meaning that the GMSP area has 21 percent more jobs in these selected fields than the nation on average.

### Minneapolis-Saint Paul Metro Jobs and Wages

Description	2016 Jobs	Median Hourly Earnings	Pct. 25 Hourly Earnings	Pct. 75 Hourly Earnings	2016 Location Quotient
Chief Executives	5,909	\$84.10	\$50.94	\$116.51	1.58
General and Operations Managers	28,237	\$45.24	\$31.20	\$68.42	0.97
Administrative Services Managers	5,171	\$42.06	\$33.73	\$51.50	1.43
Computer & Info Systems Mgrs	8,139	\$65.12	\$52.80	\$80.21	1.72
Human Resources Managers	3,461	\$53.19	\$40.56	\$70.13	1.83
Computer and Information Research Scientists	319	\$58.78	\$48.02	\$75.91	0.88
Computer Systems Analysts	13,183	\$44.40	\$34.81	\$54.49	1.72
Information Security Analysts	3,064	\$43.17	\$33.57	\$53.80	2.40
Computer Programmers	5,639	\$37.83	\$30.50	\$47.38	1.48
Software Developers, Applications	12,485	\$43.73	\$34.20	\$54.69	1.18
Software Developers, Systems Software	6,485	\$52.69	\$42.43	\$64.97	1.19
Web Developers	3,044	\$30.00	\$20.36	\$43.56	1.41
Database Administrators	2,006	\$44.61	\$33.77	\$55.11	1.31
Network & Computer Systems Admin	7,260	\$41.37	\$32.98	\$50.07	1.45
Computer Network Architects	3,939	\$48.71	\$39.52	\$59.27	1.88
Computer User Support Specialists	11,002	\$25.66	\$19.88	\$32.47	1.25
Computer Network Support Specialists	2,845	\$28.43	\$23.28	\$34.93	1.05
Computer Occupations, All Other	5,730	\$36.82	\$27.86	\$48.34	1.57
Operations Research Analysts	2,139	\$39.83	\$31.84	\$50.83	1.46
Mathematical Science Occupations,	35	\$34.87	\$24.34	\$43.91	1.20
Computer Hardware Engineers	901	\$50.47	\$38.60	\$65.01	0.94
Lawyers	10,674	\$53.35	\$33.56	\$76.30	1.02
Paralegals and Legal Assistants	4,012	\$27.84	\$21.79	\$34.52	1.07
Human Resources Specialists	9,798	\$28.93	\$22.71	\$37.05	1.37
Management Analysts	13,121	\$37.04	\$30.17	\$48.10	1.24
Accountants and Auditors	22,804	\$32.16	\$26.42	\$40.10	1.26
Editors	2,771	\$23.80	\$17.32	\$35.19	1.63
Technical Writers	992	\$30.54	\$25.04	\$39.13	1.42
Media and Communication Workers,	679	\$27.99	\$20.71	\$36.71	1.72
Bookkeeping, Accounting, Auditing Clerks	23,076	\$20.40	\$16.64	\$24.43	1.02
Office and Administrative Support Workers, All Other	5,387	\$16.46	\$12.25	\$20.90	1.33

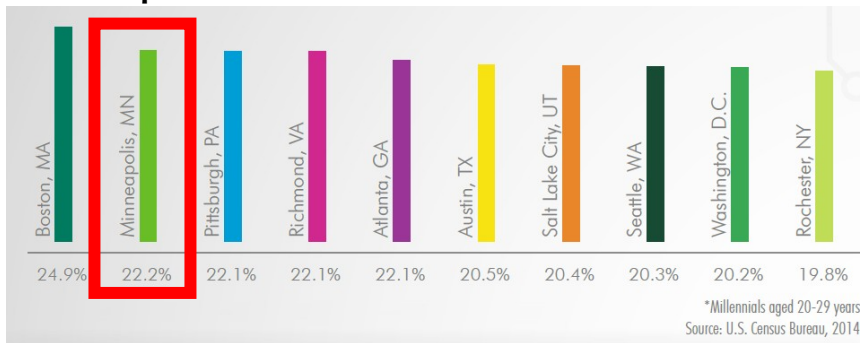
Source: EMSI Inc, 2017.



## Professional Talent and the Millennial Population

Net migration of 25-34 year olds helps ensure the growth of a robust tech talent pool – MSP had a net increase of 1,800 people in that age group move to the region in the latest Census data.

### Top 10 Most concentrated Millennial Markets



### U.S. AVERAGE – 14%

Greater MSP is the second most concentrated millennial market in the U.S., according to a 2015 CBRE report on the best places for tech talent

## Software and Tech-Related Labor

A unique characteristic of Greater MSP's tech sector is that it has one of the highest shares of its tech labor force working in a corporate, subsidiary, and regional managing office setting.

- Over 9,200 tech employees work in corporate office settings, a higher total number and overall share of tech workforce than San Francisco, Boston, Washington D.C., Austin, Denver, Dallas, and Phoenix. Source: Quarterly Census of Employment and Wages – EMSI Class of Worker 2016.3

### Attraction of New Tech Talent

Over 5,900 people with advanced tech-related skillsets moved to the Greater MSP region in 2015, according to data presented at the 2016 TechCities Conference by LinkedIn executives.

Greater MSP is tenth among U.S. cities for density of tech talent, according to a presentation given by LinkedIn executives in 2015.

### Tech Talent Pipeline – New College Graduates Retention and Attraction

#### Retention of new grads

Tech/IT Grad Retention Comparison			
tech	Number of Advanced Tech/IT Grads (2012-2014)	Number of Advanced Tech/IT Grads Still in Region	% of 2012-2014 Tech/IT Grads Retained
Greater MSP	3,077	2,185	71.0%
Dallas-Ft. Worth	4,919	3,204	65.1%
Ann Arbor	1,637	645	39.4%

Source: LinkedIn, 2016

MSP has one of the highest retention rates of new college graduates, with an estimated 71% of all tech and computer science graduates from 2012-2014 classes still living and working in the region.

MSP ranks among the top U.S. metros for retention of its workforce:

- The MSP region has the strongest retention of professionals, the top 25 metros
- MSP ranks 3rd in retaining professionals with associates degrees and children, Source: Minnesota Compass,

Wilder Foundation, using IPUMS Census data (University of Minnesota) 2011-2015 Census data. Myles Shaver (University of Minnesota, Carlson School of Management) analysis, IPUMS data (University of Minnesota) 2007- 2011. Higher-degreed Professionals defined as 4+ years of college, 23+ years old, employed, household income \$100k+.

### Tight-Knit, Collaborative Tech Community

- Minneapolis, was named one of 12 U.S. cities with a Techstars Startup Accelerator Program, consistently named as one of the nation's top 3 accelerator programs by TechCrunch. Five of those start-ups have announced plans to located operations here.
- CoCo Minneapolis, a space for co-working and collaboration, was chosen as one of 9 members of the Google for Entrepreneurs North America Tech Hub Network.
- As of March 2016, the local tech community catalogued and featured by TECHdotMN ballooned to thousands of participants at 197 technology meetups and user groups.
- MN Cup, the largest statewide startup competition in the country, has supported more than 10,000 entrepreneurs, including high tech finalists that have raised tens of millions of dollars to spur local innovation and job creation.

## 6. Higher Education and K-12

### SNAPSHOT

The GREATER MSP region has a well-educated talent pool ready to go to work for Amazon. The region's higher education institutions, school districts and non-profit organizations are finding new and creative ways to develop talent for the future:

- Minnesota has a wide range of post-secondary options including community colleges, private colleges, public colleges and universities, and a top-tier research university.
- The Minnesota State system and the University of Minnesota have well-developed and highly ranked curricula that produce thousands of graduates with technical and computer science degrees each year.
- Both state university systems are attuned to the needs of business with many programs and collaborations to address talent needs
- There is a rich mix of established and evolving programs to expand student knowledge and applied discipline in computer science. Many designed to accelerate the skills and performance of girls and students-of-color
- By objective measures, Minnesota ranks near the top in terms of quality of pre-K-12 education test scores and graduation rates.

### Minnesota's College and University System is the Engine of Greater MSP's Economy

Minnesota has a highly advanced post-secondary education system, including the Minnesota Private Colleges (17 independent colleges and universities), the University of Minnesota (public research university), and Minnesota State (37 public colleges and universities).

- 40.5 percent of population 25 and over had a Bachelor's degree or higher (ranking 6<sup>th</sup> among the largest metropolitan areas), according to the Census Bureau. The national rate was 31.3 percent.
- The state was also ranked 3rd in a ranking of the 10 most educated states by US News
- 2nd amongst America's ten smartest states in the CNBC ranking of America's Top States for Business.

Greater MSP is the first destination for many recent graduates from surrounding states (Iowa, North Dakota, South Dakota and Wisconsin).

### Bachelor's Degree or Higher Completions in HQ2 Specified Occupations, 2014-16

Region	2014	2015	2016
Greater MSP	12,547	12,416	12,753
Rest of Minnesota	4,774	4,910	5,109
Four Border States	31,518	31,392	31,732

Source: EMSI

Minnesota's colleges and universities also play a key role in attracting potential international workers to Minnesota. Nearly 15,000 students from outside the U.S. attended Minnesota institutions in 2015-16, with the University of Minnesota leading the way with 7,037 international students

Institution	Enrollment	Institution	Enrollment
University of Minnesota – Twin Cities	50,678	Gustavus Adolphus College	2,396
Saint Cloud State	16,069	Fond du Lac Tribal & Comm. College	2,227
Minnesota State University – Mankato	15,313	Concordia College	2,173
University Minnesota – Duluth	10,878	Macalester College	2,172
University of St. Thomas	10,245	Minnesota State South East Tech	2,059
Normandale Community College	9,855	Carleton College	2,046
Anoka-Ramsey Community College	9,294	Anoka Technical College	2,027
Century College	8,996	College of Saint Benedict	1,943
Minneapolis Community and Tech College	8,621	Saint John's University	1,874
Winona State University	8,490	University of Minnesota – Morris	1,856
Metropolitan State University	8,424	Minnesota School of Business	1,585
North Hennepin Community College	7,286	Hibbing Community College	1,344
SW Minnesota State University	7,276	Argosy University – Twin Cities	1,318
Saint Paul College	6,428	Pine Technical College	1,310
MN State & Technical College	6,391	National American University	1,237
Saint Mary's University	5,931	North Central University	1,211
Minnesota State Moorhead	5,844	Itasca Community College	1,209
Hennepin Technical College	5,676	Mesabi Range College	1,206
Rochester Community & Tech College	5,584	Crown College	1,152
Inver Hills Community College	5,515	Northwest Technical College	1,128
Bemidji State University	5,081	Dunwoody College of Technology	1,058
St. Catherine University	4,959	Martin Luther College	899
Lake Superior College	4,852	MCAD	799
Saint Cloud Technical College	4,701	Globe University	763
Rasmussen College	4,681	Vermillion Community College	655
Concordia University	4,387	Bethany Lutheran College	521
College St. Scholastica	4,360	Univ of Minnesota – Rochester	416
Central Lakes College	4,274	Summit Academy OIC	389
Hamline University	4,258	Leech Lake Tribal College	348
Bethel University	4,221	Rainy River Community College	341
Northland Community & Tech College	3,573	Presentation College	314
Ridgewater College	3,563	Herzing University	288
University of Northwestern	3,479	Minneapolis Business College	215
Augsburg College	3,411	Duluth Business University	159
Riverland Community College	3,068	DeVry University	154
St. Olaf College	3,046	Academy College	124
Minnesota West and Technical College	3,026	Oak Hills Christian College	99
South Central College	2,960	Crossroads College	96
University of Minnesota – Crookston	2,823	University of Phoenix	75
Dakota County Technical College	2,783	White Earth Tribal College	61
Alexandria Tech & Community College	2,702	American Indian OIC	38
		<b>Grand Total</b>	<b>334,344</b>



## **Minnesota's College and University System has Responded to Employer Demand for Computer Science Workers, with results.**

In 2011, higher education and businesses have created a four-part strategic vision for collaboration between educational institutions and businesses across the state.

1. Align academic offerings with workforce needs.
2. Foster an ecosystem of research and innovation.
3. Form new collaborations across higher education to optimize system-wide intellectual assets and efficiency.
4. Graduate more students.

The four-part vision can be seen in the high level of educational responsiveness to the growing demand from employers and students for computer science training and degrees.

- Bachelor's degrees awarded in Computer Science and Computer Engineering are up 63% compared to a decade ago and plans are in place to continue expanding the educational capacity over the years to come.
- New programs are also being created. For example, a new B.S. program in Software Engineering at the University of Minnesota with tracks related to Cloud Software Engineering, Embedded Systems, and the Internet of Things.

## **Minnesota higher education institutions are partners willing to collaborate for the benefit of employers.**

A number of programs and collaborations distinguish the computer science training and talent pipeline developed in Minnesota. These programs range from advanced degree training for working professionals to centers and initiatives that promote active collaboration between colleges and universities and industry partners.

- During the past 16 years, the number of formal academic collaborations and partnerships between the University of Minnesota and Minnesota State has grown from 60 to over 170 programs and services.
- The Minnesota State IT Center of Excellence seeks to engage employers, students and educators to build a more robust IT workforce in Minnesota.
  - FUSION IT Residencies offer real-world web and app development experience while students complete their bachelor's degree.
  - MNCyber is a statewide center that serves as a focal point for public/private partnerships in cybersecurity training, education, and research.
  - The Cybersecurity Skills Innovation Boot Camp offers the opportunity for students to engage with and learn hands-on from IT industry professionals.
- The University of Minnesota's master's degree program in Software Engineering partners with companies to ensure suitable elective courses.

- The University of Minnesota Software Engineering Center provides custom on-site education in topics of interest at local company locations.
- MnDRIVE is a University of Minnesota-led initiative, funded with \$36 million from the State of Minnesota, which “aligns areas of university strength with the state’s key and emerging industries to advance new discoveries that address grand challenges”. One of MnDRIVE’s primary focuses is robotics; this cross-disciplinary initiative will provide critical innovations, education, and training in relevant disciplines in engineering, materials science, computer science, and mathematics, and application domains.
- The Industry Affiliates Council at the University of Minnesota helps to shape the curriculum so that it is both academically rigorous and relevant for the future careers of the university’s graduates. Current members include GM, Land O’ Lakes, Optum, Ameriprise, Target, and Medtronic. Amazon would be welcome to participate, especially to provide leadership in Cloud Computing to help integrate AWS into different university courses.
- The Supercomputing Institute for Digital Simulation and Advanced Computation is an interdisciplinary research program spanning all colleges of the University of Minnesota. The Supercomputing Institute provides supercomputing resources and user support to faculty and students and is a linchpin program in the University's broad-based digital technology effort.
- The University of Minnesota’s Laboratory of Computational Science and Engineering provides a facility in which innovative hardware and system software solutions to problems in computational science and engineering can be tested and applied.
- The Social Media and Business Analytics Collaborative (SOBACO) builds on two decades of work in social computing. With top ratings in computer science, engineering, management, and decision sciences, the University of Minnesota is home to faculty researchers from across disciplines. SOBACO combines these University strengths with the real-world business challenges, domain expertise, and unique data sets of our industry partners.
- The Management Information Systems Research Center at the University of Minnesota is engaged in the dissemination of leading edge thinking about the MIS field, the development of new curriculum, and the facilitation of applied research. The Center provides the needed link between the MIS faculty and the business community.
- The University of St. Thomas has industry facing programs and a software-industrial advisory board. The influence of the board has led to new courses being offered in data science, internet of things and artificial intelligence.

- The Minnesota Job Skills Partnership is a long-standing program that brings together resources from the State of Minnesota, educational institutions, and businesses to train new workers or upgrade the skills of existing workers.

**Greater MSP is fostering an ecosystem of innovation and learning around Artificial Intelligence.**

The University of Minnesota has world-leading robotics, machine learning and artificial intelligence courses groups in the world. We invite Amazon to work with University faculty and Ph.D. students on this exciting technology.

**Greater MSP also has unique IT training programs to respond to employer demand.**

MSP TechHire is an effort to respond to the rapid growth in tech jobs in the Minneapolis Saint Paul region. The City of Minneapolis, along with three high-quality accelerated learning programs: PRIME Digital Academy, Creating IT Futures –IT Ready, and The Software Guild, collaborated with 60 regional employers to train and place diverse workers into tech careers. The innovative work of this collaborative received national recognition when President Obama named Minneapolis Saint Paul one of the first TechHire regions in the nation.

**Greater MSP offers a sustainable pipeline of talent starting with high quality pre-K-12 education.**

- In 2017, Minnesota was ranked 11<sup>th</sup> highest in education (pre-K -12 –higher education) by U.S. News and World Report. The state ranked particularly high in pre-K-12 (8th).
- Minnesota ranked first among the 17 states where all high school seniors took the ACT college entrance exam. Minnesotans scored an average composite score of 21.5, compared with 21.1 for 2016. The national average was 21.0.
- In 2016, 93.5 percent of the population 25 and over had a high school degree (ranking first among largest metropolitan areas), according to the Census Bureau. The national rate was 87.5 percent.

Table: Minnesota Educational Metrics

Subject	4th Grade State Rank	8th Grade State Rank
Math	2nd	2nd
Reading	24th	6th
Science	16th	4th

Source: National Assessment of Educational Progress.

**Greater MSP is also home to a number of novel programs that seek to increase computer science training in K-12 schools.**

- Mouse\_Minnesota works with nearly 100 high schools across the state, providing youth with opportunities to create with technology and become better prepared for academic and career success. These projects are designed for middle and high school students, and span many competency areas, including circuitry, coding, prototyping, design, and web literacy. These efforts have helped students gain essential 21st-century skills.
- The Minnesota State IT Center of Excellence at Metropolitan State University offers a number of programs to encourage interest in IT careers among middle school and high school students.
- Aspirations for Women in Computing Awards: honors young women at the high-school level for their computing-related achievements.
- SPARCS for Young Women in Computing: a youth technology development program for female high school students in Minnesota.
- Black Data Processing Associates: provides coding classes to high school students of all ethnicities.
- Code Savvy: determined to bring more gender and ethnic diversity to computer science. Has served over **400** students annually in recent years.
- CoderDojo Twin Cities: introduce kids to coding. Averaged about **750** kids served in recent years.
- Digital Empowerment Academy: works to enable youth to become savvy creators of digital content.
- FIRST: sponsors a challenging, hands-on robotics competition. Had over **4,600** participants in 2017.
- High Tech Kids: supports the Minnesota Renewable Energy Challenge, Minnesota FIRST LEGO League and Minnesota FIRST Tech Challenge. Projected to serve over **7,000** Minnesota students in 2017.
- Reve Academy: providing a pathway to careers in digital marketing.
- Robotics Education and Competition Foundation: sustainable and affordable curriculum- based robotics engineering program had nearly **1,600** students in 2017.
- Technovation[MN]: wants to inspire and enable Minnesota teen girls to dream up, design, code and pitch mobile phone apps. Has grown to serve nearly **250** girls annually.

## 7. Logistics and Travel Information

### SNAPSHOT

The Minneapolis Saint Paul region has a well-developed multi-modal transit and transportation infrastructure.

- MSP airport provides non-stop connections to 158 markets and **has the third most direct flights to Seattle of all airports east of Denver.**
- Minnesota has been at the forefront of active traffic management tools and roadway investments. As a result, consumers enjoy one of the shortest commute times of major metros.
- The region has, and continues to invest in light rail and rapid bus transit to meet market needs.
- Minneapolis-Saint Paul has the most developed network of bike routes and trails. The integrated network that cross jurisdictional borders has created a system where bicycling is a year-round transportation mode and recreational activity. Even in winter.

### Airport

Minneapolis – Saint Paul International Airport (MSP) is 10 miles from downtown Minneapolis and Saint Paul and is accessible via highway and LRT. It serves 158 non-stop markets, 130 domestic and 28 international destinations. 15 Commercial Airlines serve the airport providing over 1,000 daily arrivals and departures.

For service to Seattle, only Denver, Dallas-Ft. Worth and Chicago average more direct daily flights to Seattle. MSP averages 10 flights per day

### Selected Non-Stop Destinations from MSP Airport



## Minneapolis-Saint Paul International Airport (MSP) - 2017 Nonstop Destinations

Domestic Destination	Airport	2017	2017	2016*	Block Minutes
		Departures per Day	Seats Per Day	Average Fare	
Seattle, WA, US	SEA	9.54	1,725	\$171.11	228
Washington-National, DC, US	DCA	8.82	1,105	\$160.22	151
Washington-Dulles, VA, US	IAD	4.97	408	\$165.75	147
San Francisco, CA, US	SFO	10.40	1,561	\$206.26	255
San Jose, CA, US	SJC	1.71	241	\$232.65	245
New York-La Guardia, NY, US	LGA	8.99	1,188	\$236.29	169
New York-JFK, NY, US	JFK	5.98	790	\$169.04	169
Newark, NJ, US	EWR	9.71	848	\$235.48	169
Baltimore, MD, US	BWI	5.49	849	\$116.46	150

International Destination	Airport	2017	2017	2016*	Block Minutes
		Departures per Day	Seats Per Day	Average Fare	
Toronto, ON, CA	YYZ	5.83	459	\$242.59	125
Amsterdam, NL	AMS	2.88	832	\$ 611.93	494
Vancouver, BC, CA	YVR	1.97	233	\$258.74	241
Paris-De Gaulle, FR	CDG	1.31	376	\$549.84	498
Tokyo-Haneda, JP	HND	1.00	291	\$1,079.03	752
London-Heathrow, EN, GB	LHR	0.96	202	\$597.51	491
Frankfurt, DE	FRA	0.16	42	\$656.52	530

\*2017 Average Fare Data available 2Q2018. Source: Metropolitan Airports Commission (MAC).

MSP is ranked among the best in the nation and world. Recent accolades:

- Airports Council International named MSP the No. 1 Airport in North America for 2016 in its size category for customer satisfaction.
- J.D. Power ranked MSP the sixth best mega airport for customer satisfaction in 2016.
- MSP was recognized as a Top Five in the World “Easiest to Get to Airport” by MSN.
- MSP the 5<sup>th</sup> Most Affordable Large U.S. Airport according to Cheapflights.



### Sustainability at MSP Airport

The airport has been recognized for its sustainability efforts by Airports Council Int'l with an Environmental Achievement Award for Innovative Projects, while Airports Going Green awarded MSP with a Sustainable Infrastructure Award.

- MSP Airport is one of four airports in the United States to install a green roof on its facilities.
- The airport installed two solar energy facilities totaling over four megawatts of power/ When completed it was the largest solar power installation in Minnesota

MSP airport capital improvements of \$1.6 billion have occurred over the past 10 years, and ongoing future renovation programs will continue through 2023.

### Highways

Minneapolis-Saint Paul residents enjoy an advanced roadway network and a shorter average commute than residents in most large metros.

- MSP ranks 4<sup>th</sup> for the shortest commute among the top 30 metros at 25.4 minutes, according to the U.S. Census Bureau, American Community Survey 2015 1-year estimates.
- Minneapolis ranks 15<sup>th</sup> among American cities in the INRIX Global Traffic Scorecard published in 2017, with only 14% of peak drive time congested.

Minnesota has been at the forefront of active traffic management tools to regulate traffic and congestion.

- Smart Lanes in the MSP metro provide electronic signs over lanes of traffic with real-time information to help motorists make informed decisions about their commute.
- MnPASS Express Lanes on I-394, I-35W and I-35E provide a congestion-free travel option for a fee during peak-travel times.

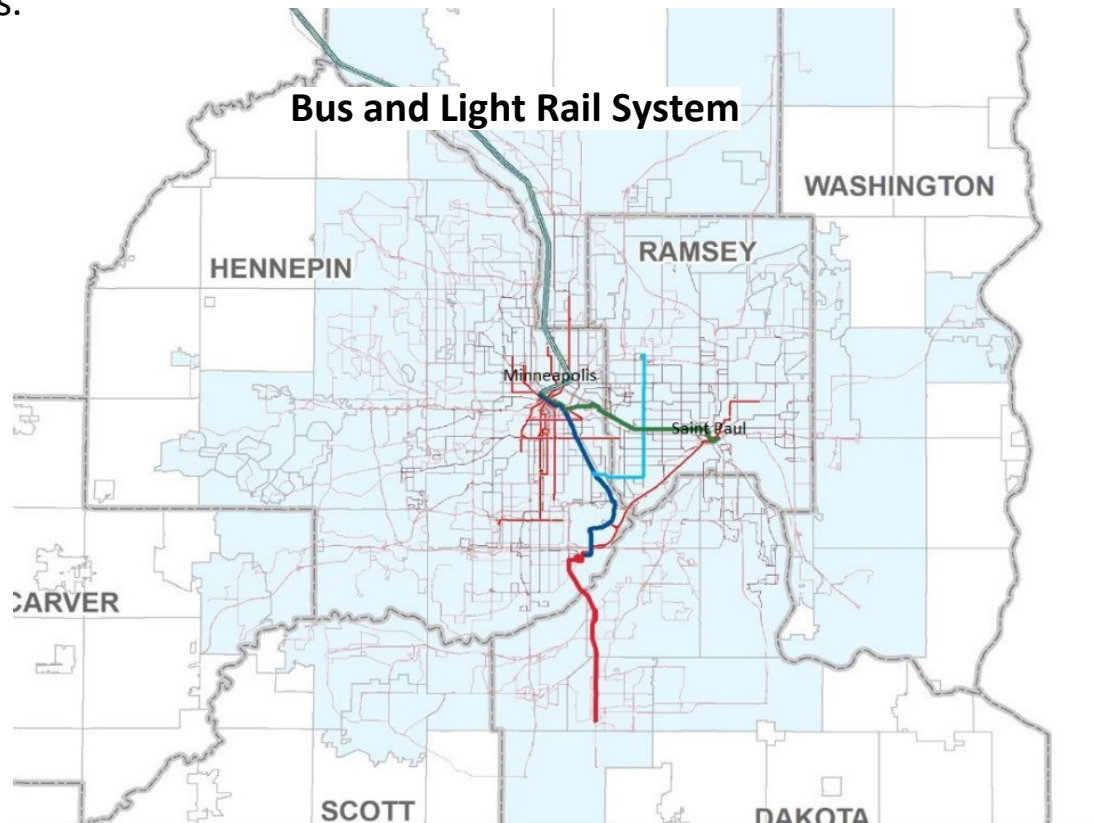
Continuous improvement is being applied with roadway investments currently underway, or soon to begin, including:

- **St. Croix Crossing Bridge** – This bridge over the river border with Wisconsin creates an even more accessible commute shed for workers, carrying an estimated 30,000- 40,000 commuter vehicles a day.
- **I-94 Project: Downtown Minneapolis to Brooklyn Park (2017)** Upgrading I-94 from Minneapolis to the northern suburb of Brooklyn Center, including improvements to accessibility points in into Downtown.

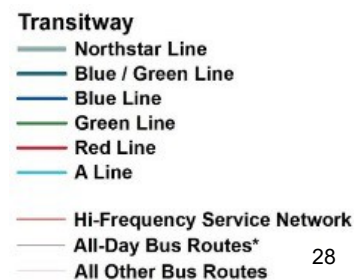
- **35W@94: Downtown Minneapolis to Hwy 62** -Construction between I-94 in downtown Minneapolis to 46th Street will extend MNPass commuter lanes, creating even greater commuter accessibility around the metro.
- **I-35W Bridge Project** – Improvements on I-35W in the southern metro area of Burnsville and Bloomington.

## Transit

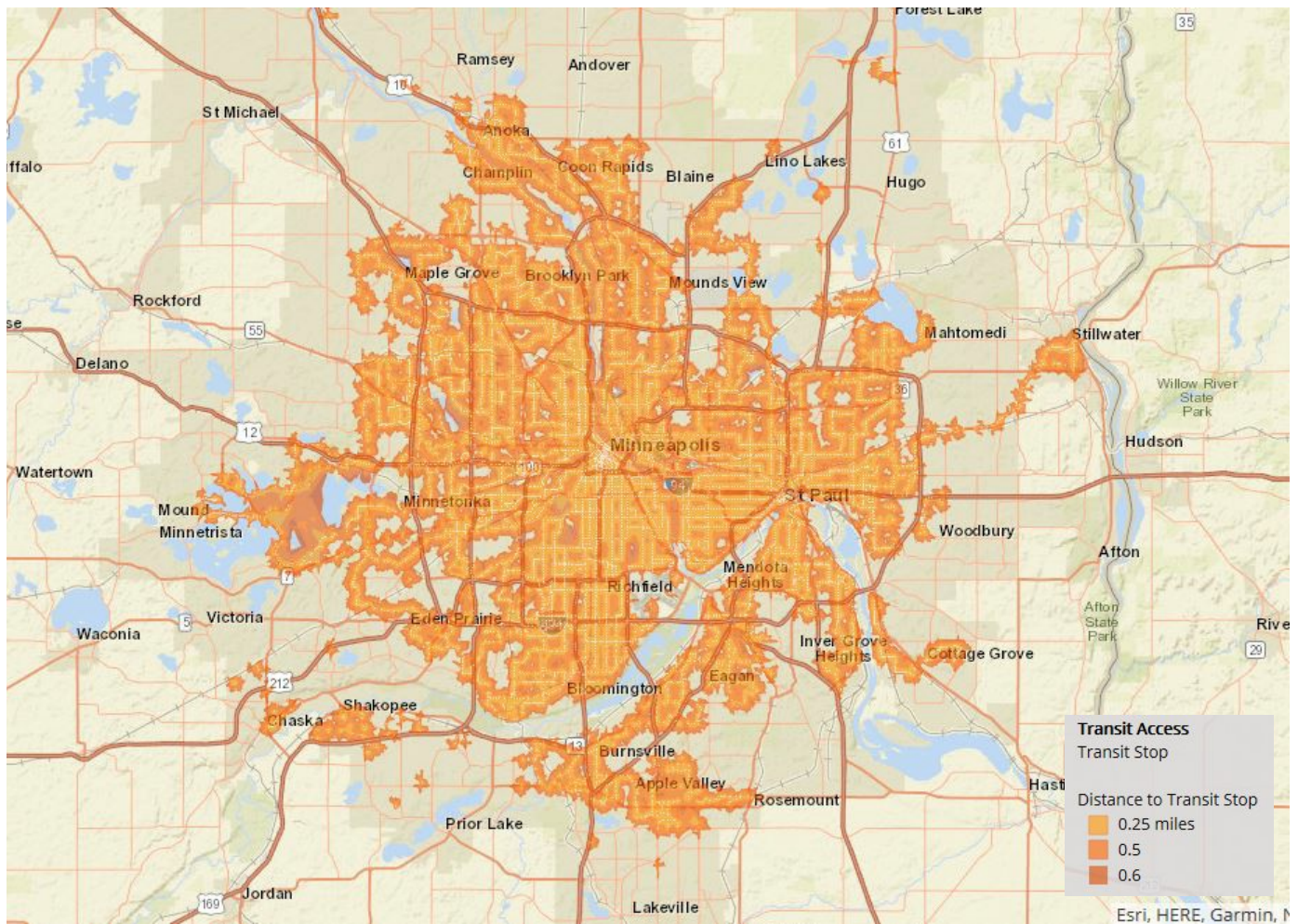
Metro Transit serviced 82 million riders in 2016, providing bus and light rail services.



Source: Metro Transit.



## Metro Transit Access Across the Metro Twin Cities Region



Source: ESRI Community Analyst.

The majority of the Minneapolis Saint Paul residents are within .25 miles of transit options.

- There are 124 bus routes into downtown Minneapolis, 65% are express routes.
- The American Public Transportation Association (APTA) named the Twin Cities' Metro Transit the recipient of its 2016 Outstanding Public Transportation System Achievement Award, or System of the Year.
- There are several other transit providers that link the system even further into the suburbs: Southwest Transit, Minnesota Valley Transit, Plymouth Metrolink, and Maple Valley Transit are examples of the extensive services provided across the metro with service into the downtowns. .

Additional transit projects under consideration:

- The Orange Line Bus Rapid Transit (BRT) Line, connecting Downtown Minneapolis to the Southern Suburbs.
- The Green Line Southwest Expansion Light Rail Transit (LRT) line that would connect the Southwest Suburbs to Downtown Minneapolis.
- The Blue Line LRT Expansion, connecting Downtown Minneapolis to the Northern Suburbs.
- The C Line Rapid Bus Line from Brooklyn Center in the northwestern suburbs to downtown Minneapolis.

## **Bikes**

Continuing the Minneapolis-Saint Paul region's long tradition of collaboration to build infrastructure for the long-term, the region has made a long-term investment in developing an integrated network of bicycle lanes, paths, and trails that crosses jurisdictional borders, enabling transportation across the region.

MSP has one of the most robust off-street urban trail networks of dedicated bicycle corridors of anywhere in North America. At present there are nearly 4,000 miles of on-street bikeways and off-street trails with an additional 3,000 miles in the planning stages.

- Five percent of Minneapolis residents commute by bicycle, ranking third in the nation among cities of more than 100,000 according to the US Census Bureau, 2015. The city has a goal of 15 percent by 2025 and continues aggressive infrastructure improvements to ensure that growth.
- According to Bicycling Magazine 2016, Minneapolis is a top-10 bicycling city due to additions in bicycle boulevards and a bike share system, Nice Ride, which offers more bikes per resident than any other major city in the U.S.
- Minneapolis was awarded with the Gold Level Bicycle Friendly Community Award from the League of American Bicyclists.

## 8. Daily Living in MSP

### SNAPSHOT

Residents of the Minneapolis—Saint Paul region enjoy a high quality of life:

- Consistently a top-ranked market on most quality of life measures.
- Median home price in Minneapolis – Saint Paul is \$237,000, the most affordable of all major markets, and on par with the U.S. average.
- Minnesota enjoys one of the lowest costs-of-living in the U.S. It's overall cost-of-living is 39 percentage points lower than Seattle.
- GREATER MSP provides a myriad of amenities: top-rated parks and outdoor recreation, six professional sports teams, a phenomenal theatre scene, award-winning food ecosystem, wide-ranging music genres and venues, and a significant visual arts community.
- The FBI rates the region as third safest.

### Quality of Life Rankings:

- Minnesota is 1<sup>st</sup> on WalletHub's list of Least Stressed States in 2017
- Minnesota is 1<sup>st</sup> on the list of Happiest States by WalletHub in 2017
- Minneapolis is 3<sup>rd</sup> in quality of life, according to 2016 rankings by Business Facilities.
- Minneapolis is 2nd on Livability.com's 2015 ranking of Best U.S. Downtowns, for places where people can congregate, enjoy shopping and dining, walk, bike and, most importantly, live.

### Housing Prices and Availability

The Minneapolis - Saint Paul region's housing options have over 358,000 unique housing structures in 2017, one per every 2.3 residents. There is nearly an even split between owners and renters among the 358,000 unique housing structures.

The Minneapolis - Saint Paul region's current housing is 51.9% single family structure, while the remaining 48.1% is considered multi-family.



### Rental Rates and Availability in MSP

Location ▲	Unit Type	Units Surveyed	Units Vacant	Average Rent	Vacancy Rate
Twin Cities Metro Area	Studio	7,220	133	\$898	1.8%
Twin Cities Metro Area	One Bedroom	60,048	1,487	\$976	2.5%
Twin Cities Metro Area	One + Den	3,324	88	\$1,348	2.6%
Twin Cities Metro Area	Two Bedroom	56,167	1,370	\$1,180	2.4%
Twin Cities Metro Area	Two + Den	1,714	41	\$1,885	2.4%
Twin Cities Metro Area	Three Bedroom	6,688	187	\$1,563	2.8%
Twin Cities Metro Area	Three Den/Four+	548	6	\$2,375	1.1%
Twin Cities Metro Area	Total	135,709	3,312	\$1,111	2.4%

Source: Apartment Trends Report, Marquette Advisors, 2<sup>nd</sup> qtr 2017

### Cost of Living

The State Level Cost of Living Index indicates Minnesota as having one of the lowest costs of living in the country, according to coli.org.

- Compared to the national average, Minneapolis was about 5 percent more expensive than the national average. In contrast, Seattle was 44 percent more expensive than the national average.

Cost of Living Indexes	Seattle	Minneapolis
Overall	144.3	105.2
Food	125.9	106.5
Housing	180.9	106.2
Utilities	122.2	93.6
Transportation	129.3	105.7
Health	125.9	104.3
Miscellaneous	135.3	107.1

Source: c2er, 2017 Q2 index.



## **Recreational Opportunities**

Minneapolis' parks and recreation facilities ranked first for the fifth consecutive year, and those in St. Paul ranked second for the second consecutive year, among 100 large city park systems ranked by The Trust for Public Land in 2017. Outdoor recreation activities are enjoyed throughout the year and throughout the state, including camping, hiking, fishing, boating and skiing.

The Minneapolis-St. Paul region is home to more than 1,000 lakes and 90,000 acres of parks offering miles of biking, inline skating, walking and jogging trails.

## **Safety and Health**

Minneapolis-St. Paul had the third lowest rate for violent crime, according to 2015 data by the Federal Bureau of investigations, Uniform Crime Reports.

Minnesota ranks 1<sup>st</sup> among all states when it comes to the cost and quality of health care residents receive, according to a 2016 study by WalletHub. Rankings considered access to care, cost and health outcomes.

Minneapolis-St. Paul ranks:

- 1<sup>st</sup> on Forbes' America's Top 20 Healthiest Cities in 2017, for the third year in a row.
- 1<sup>st</sup> on the American Fitness Index, 2017 by the Anthem Foundation. Rankings are based on the 50 largest metropolitan areas and include indicators such as percentage of population with high blood pressure, number of farmer's markets, parks expenditures per capita and acres of parkland.

For the second consecutive year, the Mayo Clinic ranked #1 hospital in the U.S. by News and World Report, 2017-18. Rankings compare more than 4,500 medical centers nationwide in 25 specialties, procedures and conditions.

Truven's 2017 list of 100 Top Hospitals recognized five Minnesota hospitals, Park Nicollet Methodist Hospital in St. Louis Park, Mercy Hospital in Coon Rapids, St. Cloud Hospital in St. Cloud, Lakeview Hospital in Stillwater and Fairview Northland Medical Center in Princeton. Awards are based on independent public data, risk-adjusted and peer-reviewed methodology, and key performance metrics.

## **ARTS**

The Twin Cities offer many cultural experiences, including the Minnesota Orchestra, the St. Paul Chamber Orchestra, the Minnesota Opera, the Guthrie Theater, the Ordway Music Theater, the Penumbra Theater, Mixed Blood Theater, the Minneapolis Institute of Arts, the Minnesota Museum of Art, the Frederick R. Weisman Art Museum, and dozens more professional and community theaters, dance troupes, museums and musical organization

The Northeast Minneapolis Arts District was recognized as the best arts district in America by USA Today in 2015 in an online poll, over districts in Boston, Baltimore, Dallas and other cities. The Northeast Minneapolis Arts Association hosts events such as Art-A-Whirl - the largest

annual open artist studio tour in the U.S.

Minneapolis ranks second to New York in the number of live theater seats per capita, according to *Home and Away*.

The Twin Cities host more than 3,500 live jazz performances at many venues each year.

## **FOOD**

Minneapolis-St. Paul is a “hot spot” for restaurant stars-up, according to a 2015 report by Entrepreneur.

Data from the Minneapolis-St. Paul Regional Economic Development Partnership estimate a 19 percent increase in the number of full-service restaurant openings in the past 10 years.

The annual James Beard Foundation Awards, recognize and celebrate excellence across 21 chef- and restaurant-related categories. Minneapolis chefs won the Best Chef - Midwest award in 2009, 2010, 2011 and 2016. Fifteen Minnesota chefs, bakers and restaurants were semifinalists for an award in 2017.

## **ATTRACTIONS**

MSP is home to six major league professional teams: the Lynx and Timberwolves (women’s and men’s basketball), the Twins (baseball), the Vikings (football), the Wild (hockey) and the Loons (soccer).

- MSP is also home to the largest amateur sports facility in the world, the National Sports Center in Blaine, MN

The Twin Cities’ world renowned Mall of America features over 500 stores, over 50 dining options, and a 5.6 million square feet building area. The Mall also offers a multitude of entertainment options at Nickelodeon Universe – the nation’s largest indoor theme amusement park; Sea Life aquarium – the world’s largest underground aquarium; nightclubs, and a comedy club.

## 9. Additional Considerations

### SNAPSHOT

Greater MSP has many other benefits to recommend it:

- Well developed skyway system
- Growing population
- Affordable and sustainable energy and utilities
- Engaged and well-run government
- A vibrant innovation ecosystem
- An outstanding place to raise a family
- A commitment to sustainability
- A community filled with people who are building a strong society

### Skyway

Minneapolis and Saint Paul Skyway Systems are an interlinked collection of enclosed pedestrian footbridges that connect various buildings, enabling people to walk in climate-controlled comfort year-round. Minneapolis has the world's largest continuous system, spanning 11 miles and connecting 80 blocks in downtown Minneapolis.

### Population Growth

Current population projections show growth that exceeds the national average. The Greater MSP population is projected to grow from 3.58 million in 2017 to 3.74 million by 2027, an increase of nearly 164,000. This amounts to 5 percent growth, compared to 4 percent growth nationally. The population in the rest of Minnesota is projected to grow by about 19,000 people over the next decade, with growth of about 248,000 in population in the four border states.

### Diversity

Between 2010 and 2015, the state added four times as many people of color as non-Hispanic White residents.

- Minnesota is home to more than 310,000 people of Asian heritage, with largest groups being of Hmong, Asian Indian, Chinese and Vietnamese descent. The Twin Cities – particularly Saint Paul – is home to the largest urban concentration of Hmong people in the country with 77,000 people, 26 percent of the national Hmong American population. (Source: 2016 ACS)
- Minnesota hosts the largest Somali community in North America, and possibly in the world, outside of East Africa. In Minnesota, the Somali-American population is estimated at 55,300 people. Minnesota's Somali community is largely clustered in Minneapolis. (Source: 2016 ACS)
- Minneapolis recently elected the first female Somali State Representative Ilhan Omar.
- 75% of foreign-born residents are employed. The second highest rate in the U.S.

The region's talent attraction initiative, MakeltMSP, is working with 1,200 people of color to enhance opportunities within the business community and engage with potential talent in other metros. Minneapolis (sixth) and St. Paul (ninth) ranked in the top 10 LGBT-friendly U.S. Cities by Nerdwallet in 2014.

## Utilities

Minneapolis – Saint Paul regional utility providers can provide 100% renewable energy

Xcel Energy is a national energy provider operating in eight states and is the largest electric utility provider in the state of Minnesota.

Xcel currently serves 16 of the 17 Fortune 500 headquarters in the state and is the nation's No. 1 utility wind provider for more than a decade. They currently provide 55% carbon-free energy and are on track to deliver 75% carbon-free energy by 2030 to Minnesota customers and offer customized energy solutions that enable 100% renewable energy service.

Xcel Energy has over 60 energy efficiency programs for businesses. They engage in innovative technology programs and partnerships with the National Renewable Energy Laboratory, Panasonic USA and others that are yielding advancements in battery storage, energy management systems and net zero communities. They have the capacity, technology and innovative spirit to help Amazon develop a marquee headquarters in Minnesota.

Great River Energy and its member cooperatives, Connexus Energy, Dakota Electric and East Central Energy are pleased to provide competitive, reliable, and 100 % renewable energy offerings to the new Amazon headquarters project. There is sufficient capacity to serve all of your power needs. Service offerings include:

- 100% renewable energy at no additional charge
- Competitive electricity priced at or below all regional competitors
- Custom energy solutions to meet your specific site needs
- The highest level of reliability and customer service

Great River Energy is a member-owned cooperative, locally governed and accountable to customers.

District heating and cooling systems produce steam, hot water and/or chilled water at a central plant and then pipe the steam and water underground to individual buildings within a specific district area. This process is energy efficient and reliable, typically requiring less capital investment, risk and operational costs than systems where each building must maintain its own boiler or air conditioner.

The highly local nature of district energy centers make them an energy-efficient option that can also reduce costs for customers who no longer have to purchase and maintain their own boilers, furnaces, chillers and AC units. Because of volume purchasing discounts, fuel costs are also reduced.

Systems in downtown Minneapolis and Saint Paul each serve hundreds of customers the benefits of district heating, cooling, combined heat and power as well as a portfolio of renewable options.

## Engaged Government

Minnesota is projected to have its eighth positive budget forecast balance in a row.

In 2016, Minnesota was rated AAA by Fitch Ratings– the highest rating available.

24/7 Wall St. ranked Minnesota as the second best-run state for 2016, citing debt per capita, unemployment rate, credit ratings and poverty rates and the reasons for the ranking.

According to the Council on State Taxation, Minnesota's total effective business tax rate for state and local taxes is 4.5 percent, slightly less than the national average of 4.6 percent.

## Startups and Innovation

In 2016, there were nearly 10,000 startups in the Minnesota, employing 45,390 people.

- 1,000+ tech professionals gather each spring for **minnebar**, an annual BarCamp conference where developers, designers, entrepreneurs, investors, and others converge to learn the latest in the tech world. Rumored to be the largest BarCamp in North America, the event is self-organized by the tech community group minne\* and is open to all. Hundreds more meetups and community events are listed each week at TECHdotMN
  - Last fall more than 10,000 people attended 90 events celebrating Twin Cities StartupWeek. The event will enter its fourth year in 2017 and feature growing communities like Beta.MN, a science fair for startups, and Minnesota Cup, the largest statewide business competition in the country.
  - In 2016, Minneapolis was one of the 15 best cities for entrepreneurs to live and launch, according to Entrepreneur Magazine.
- The state's innovative culture is reflected in Minnesota's patent results:
  - 1st in the number of medical device patents per capita  
1st worldwide in the number of patents – 2,048 – in medical device light, thermal and electrical applications (class 607) between 2011 and 2015
  - Top 10 nationwide in patents in various other IoT-related industries including semiconductors; and navigational, measuring, electromedical and control instruments

*Source: U.S. Patent and Trademark Office, most recent available data as of April 2017*

Minnesota also has been a leader in device technology. The region became known as Medical Alley for its pioneering role in medical device technology. Medical Alley was recently installed at The Smithsonian Institute as one of six places of innovation in the US.

## Children and Families

Minnesota ranks 1<sup>st</sup> for children's health and 2<sup>nd</sup> for children's economic well-being according to the 2017 Kids Count Data Book by Annie Casey Foundation.

- Minnesota schools offer over 70 foreign language immersion K-12 programs to an estimated 20,000 children, with over 700 educators teaching foreign language skills and about foreign cultures according to the Minnesota Advocates for Immersion Network.

Minnesota has the second lowest rate of people living below the poverty line (8.3 percent) nationwide, according to 2015-2016 data by the Census Bureau. The national rate was 13.1 percent.

Minnesota is the second best place for working mothers, according to a 2017 report by the Daily Republic.

## A Culture of Sustainability

- Ranked 4<sup>th</sup> in growth in solar energy installations according to the Solar Energy Industries Association (SEIA), 2017
- Minnesota has the best community solar program in the country, according to the Institute for Local Self-Reliance 2016, with 10 times more projects in the queue than have been built in the history of community solar in the United States
- Ranked 6<sup>th</sup> in megawatts of wind power generated in 2016, and ranked 7<sup>th</sup> by Business Facilities among its Leaders for Wind Power Capacity

## Civic Engagement

The MSP area is filled with people who care and we'd like to prove it to you.

- Rank 1<sup>st</sup> in the nation for percentage of residents who volunteer, according to the federal National & Community Service Corp 2015. On a per capita basis, each of us volunteers 31 hours a year and about two-thirds of us donate to charity
- "The Emerald City of Giving." That's the moniker bestowed on Minneapolis-Saint Paul by the New York Times, due to the critical role philanthropy plays in so many local corporations. Almost 200 local companies donate every year as members of the Minnesota Keystone Program.
- Business-led organizations such as the Itasca Project have drawn interest by cities across the U.S. who would like to emulate its focus on hard data, analysis, and collaborative results-driven approaches to improving the region. We have a long history of progressive and engaged business leaders and a consensus-driven culture where egos are checked at the door (New York Times, 2015).  
With a voter turnout rate of 74.8 percent, Minnesota had the highest turnout rate among all states in the 2016 November election.





Business and People Prosper Here.

# Locations in the MSP Region

Business and People Prosper Here

GREATER MSP BOARD OF DIRECTORS

CHAIR: **RICHARD DAVIS**  
*U.S. Bancorp*

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*McKinsey & Company*

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*M.A. Mortenson Company*

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**LAURA OBERST** *Wells Fargo*

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**CAROL SURFACE** *Medtronic plc*

**COMMISSIONER JON ULRICH** *Scott County*

**CHARLES R. VIG**  
*Shakopee Mdewakanton Sioux Community*

**ANDREA WALSH** *HealthPartners*

**LAYSHA WARD** *Target*

**KEVIN WARREN** *MN Vikings*

**COMMISSIONER LISA WEIK**  
*Washington County*

Dear Amazon Leadership,

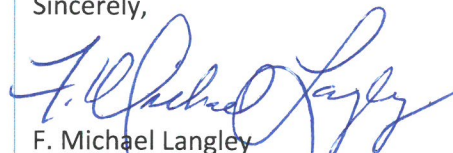
On behalf of the Board of Directors of GREATER MSP and the entire region, I am pleased to present a number of outstanding sites for consideration by Amazon as locations for HQ2. The Greater MSP region offers a wide variety of community and real estate options. Each of these sites complies with the specifications provided in the RFP.

Our region is able to offer multiple options from urban infill to new development build-out. The Greater MSP region has a variety of physical environments from which Amazon can choose:

- **Urban Infill** --- Both downtowns of Minneapolis and Saint Paul provide strong urban infill options. In the case of Minneapolis, a prime location on the edge of the North Loop is available. The North Loop is a recently revitalized warehouse district which is home to many start-ups and tech companies. Saint Paul has a strong redevelopment opportunity in the heart of downtown on the bank of the Mississippi River. Both are vibrant locations where Amazon would thrive.
- **Suburban Redevelopment** – Bloomington offers Amazon an opportunity to create its own campus near the urban core. Adjacent to the Minneapolis Saint Paul International airport, the site offers great flexibility and accessibility. It would provide an easy draw for talent, and opportunity to grow.
- **Suburban/Exurban Development** – A number of locations can provide Amazon with a blank slate to develop and create a campus to meet its vision. These locations leverage the availability of land with strong infrastructure in place.

We look forward to talking to you more about any of these locations. We are certain that our proposal offers a compelling location in the Greater MSP region that will become a great home for HQ2.

Sincerely,



F. Michael Langley  
CEO, GREATER MSP

**GREATER MSP**

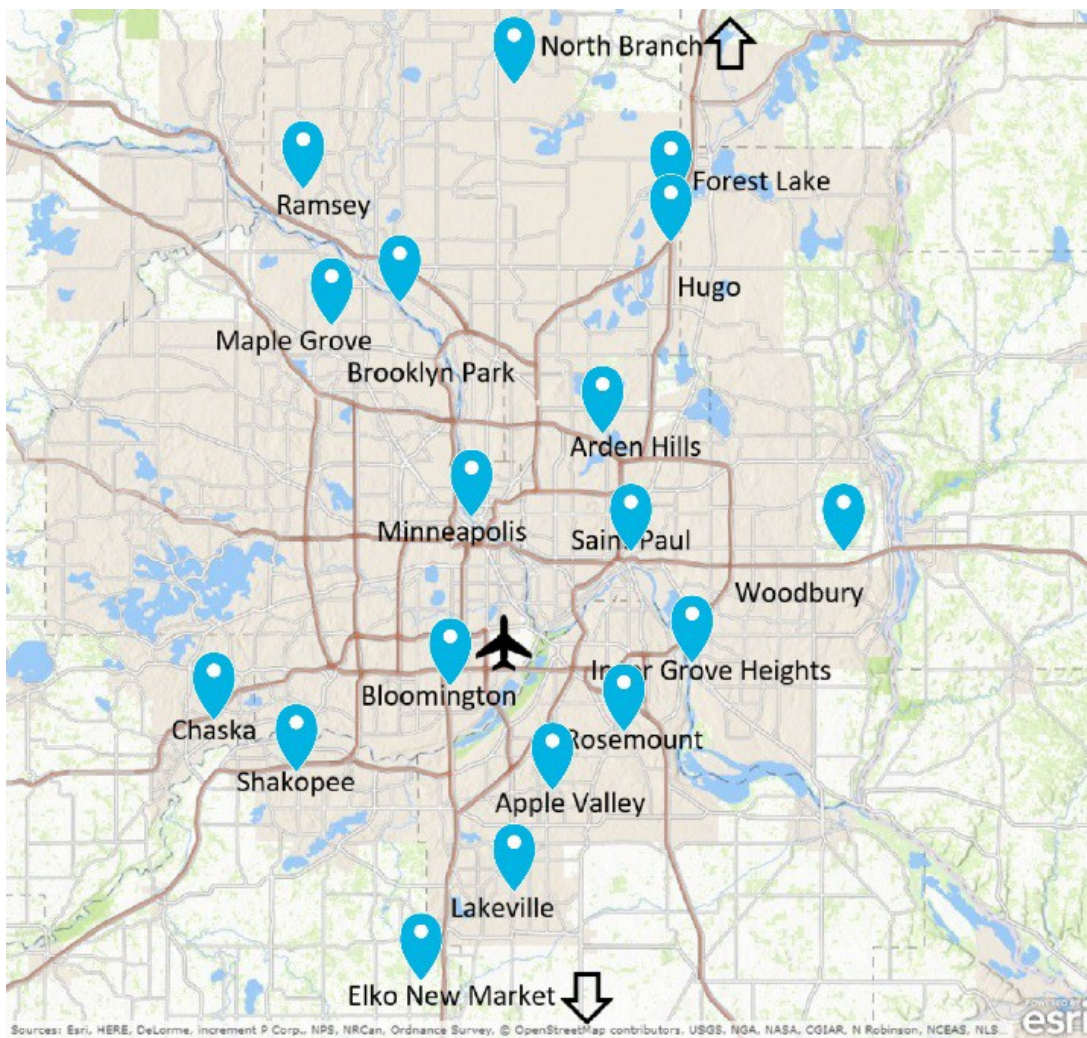
Minneapolis Saint Paul Regional Economic Development Partnership



## 1. Site Information.

The Minneapolis-Saint Paul region is pleased to provide a range of potential buildings/sites for consideration, and will work diligently with you as you move forward in your decision-making. We have attached a Site Appendix document with detail on each of our options. Additional supporting documentation on those options can be found at the password-protected website.

### Locations of proposed sites in the Minneapolis - Saint Paul Region:



## MINNEAPOLIS - NORTH LOOP/DOWNTOWN

### OVERVIEW:

Minneapolis is incredibly diverse; full of neighborhoods, lodging, dining and award-winning theater, all in an area with dozens of parks, trails and green space including the Mississippi River. Whether you're an outdoor enthusiast, or enjoy a local craft beer paired with a local food truck, or are a theater-goer or someone who loves to shop 'til you drop, Minneapolis has it all for you!

### BUILDING:

See Daytons building information via Transwestern. This building is in connection with the additional PROPERTIES (IDENTIFIED ON MAP) that completes the North Loop/Downtown Minneapolis offering.

### TRANSPORTATION AND TRANSIT:

The METRO Blue and Green lines and Northstar Commuter Rail, connecting to the Minneapolis-Saint Paul International Airport, St. Paul and the surrounding suburbs.

### UTILITIES:

Well connected to the city's existing utility infrastructure.

### ADDITIONAL SITES:

Additional opportunities within Minneapolis for renovation, redevelopment and new construction:

- Towerside
- Upper Harbor Terminal
- Bassett Creek - Linden Yards



## THE NORTH LOOP | FARMER'S MARKET DISTRICT IS A DIVERSE CREATIVE COMMUNITY

IMMEDIATELY WEST OF THE MINNEAPOLIS CBD WITH DIRECT CONNECTIONS TO THE DOWNTOWN DAYTON'S CREATIVE OFFICE SPACE IN DEVELOPMENT.

### NORTH LOOP OVERVIEW

Similar to Amazon's South Lake urban campus, the North Loop's proximity to downtown and growing residential, commercial district provides an ideal location to be in the center of it all. Extending to the Mississippi riverfront and south to the historic Farmer's Market, the area is home to technology companies, start-ups, creative agencies and architecture firms. The district is Minneapolis' hottest neighborhood for housing, restaurants, breweries and urban lifestyle options. It features Minneapolis' biggest transit hub with LRT, commuter rail, bus and bicycle options.

The Minneapolis Farmers Market, an institution since 1937, adds to the neighborhood vibrancy, and attracts people from across the Twin Cities.

The neighborhood continues to gain accolades from local and national publications as "Best Neighborhood" (MPLS/St. Paul Magazine and CityPages), "Favorite Neighborhood" (Fast Company), "Coolest Neighborhood in America" (Thrillist), and "Go List 2016" (Fodor's). Minneapolis rated the best biking city by Bike Score and #3 bicycling city by Bicycling Magazine.

Target Field Station serves as a central, multi-modal transportation hub, serving the METRO Blue and Green lines and Northstar Commuter Rail, connecting to the international airport, St. Paul and the surrounding suburbs. The adjacent public plaza and amphitheater is a community gathering spot and host to year-round special events.

### LIVE | WORK | PLAY | SHOP | DINE

Consistently ranked as a top "Live | Work | Play | Shop | Dine" neighborhood, the North Loop | Farmer's Market District is also home to top recreation and sports opportunities from bicycle trails and Mississippi River kayaking to a Major League ballpark and a newly-remodeled NBA Arena. It features top entertainment venues from First Avenue—site of Prince's landmark film, *Purple Rain*, to the Fine Line Music Café and other popular venues. Live Nation will be opening a new concert hall, The Fillmore, as part of a new development anchored by a Westin Hotel.

### GREEN NEIGHBORHOOD

With the region's largest transit hub and a district energy plant at its heart, the North Loop | Farmer's Market District is a model of urban sustainability.

From the Cedar Lake Trail to the bike friendly streets, the tree-lined Mississippi riverfront to neighborhood greening initiatives, street trees and plantings, pocket parks and dog parks - the North Loop is a truly walkable, sustainable, green urban neighborhood.

**"COOLEST NEIGHBORHOOD  
IN AMERICA." -THRILLIST**



## THE NORTH LOOP

The North Loop, a former industrial warehouse district transformed into Minneapolis' most dynamic neighborhood, is experiencing insatiable demand on every level - office, residential, hospitality, retail, dining and entertainment.

**Major corporate office users seeking North Loop's office offerings as a recruitment and retention tool: creative loft-style buildouts, excellent transportation access, lifestyle amenities, and proximity to the millennial workforce.**

} Upscale boutique hotels committing to the market including the Hewing Hotel (124 keys) , the Element by Westin (160 keys), and the proposed West Elm Hotel (120 keys).

} Prime retail destination for nationally recognized upscale tenants: Whole Foods, Shinola, Filson, Bonobos, and Martin Patrick 3.

} North Loop's authentic industrial roots have cultivated a premier destination for the dining elite featuring Minneapolis' most celebrated chefs and new food concepts .

} Target Field and Target Center, minutes away from Amazon's regional office, collectively host 5 million visitors per year for professional sporting events, concerts, and cultural gatherings.

} In recent years, the revitalization of the North Loop has accelerated, mimicking the transformation of submarkets such as Seattle's West Lake, New York's Meatpacking District, Chicago's Fulton Market, Boston's Seaport District, and San Francisco's South of Market neighborhood.

} Today the North Loop is populated by young urban professionals, tech and creative focused office users, upscale apartments, art galleries, and a nationally acclaimed restaurant scene.

} With the population growing 292% since 2000, the North Loop is one of the fastest growing neighborhoods in the country and the fastest growing neighborhood in Minneapolis.

} The North Loop has become increasingly attractive to office users seeking creative, loft-style buildouts with excellent transportation access, superior amenities, and proximity to the millennial workforce.

} As the most connected neighborhood in Minneapolis, the North Loop is home to Target Field Station, the Twin Cities new transit hub where light rail, commuter heavily rail, and busses shuttle riders throughout the City. The North Loop also boasts immediate highway access, abundant parking options, and the increasingly popular Cedar Lake Trail for biking and walking.



## Land / Building Ownership

### Parcel A

- Salvation Army

### Parcel B - 800,000 sf buildable

- Schafer Richardson dba 700 Fifth LLC
- JJ Realty
- Northern Auto Parts Co Minneapolis
- M&M Bird Dog Properties LLC

### Parcel C

- Trumil LLC

- Fifth Street Properties LLC

- Fifth Street Produce LLC

- Great River Landing LLC

- Northern Auto Parts Co Minneapolis

### Parcel D

- CJ Duffy Paper Co dba 520 N Washington

### Parcel E

- CJ Duffy Paper Co

### Parcel F

- CJ Duffy Paper Co

### Parcel G

- Metropolitan Transit Area

- 701 Industrial LLC

### Parcel H

- Kathleen R Brenner Irrevocable Trust

- Bright Blue Eyes LLC

- Lawrences Landowners Inc

### Parcel I

- Hines North Loop Green LLC

### Parcel J

- Two Couples LLC

- Hegman Properties LLC

- TD Hayes & PM Hayes

- City of Minneapolis

- Loon Leasing LLC

- ICIDS LLC

- UCIDS LLC

### Parcels K & L

- Minnesota Ballpark Authority

### Parcel M

- City Of Minneapolis

### Parcel N

- 144 Glenwood Property LLC

- Keith Reitman

- G2S2 Company LLP

- Royal Glenwood LLC

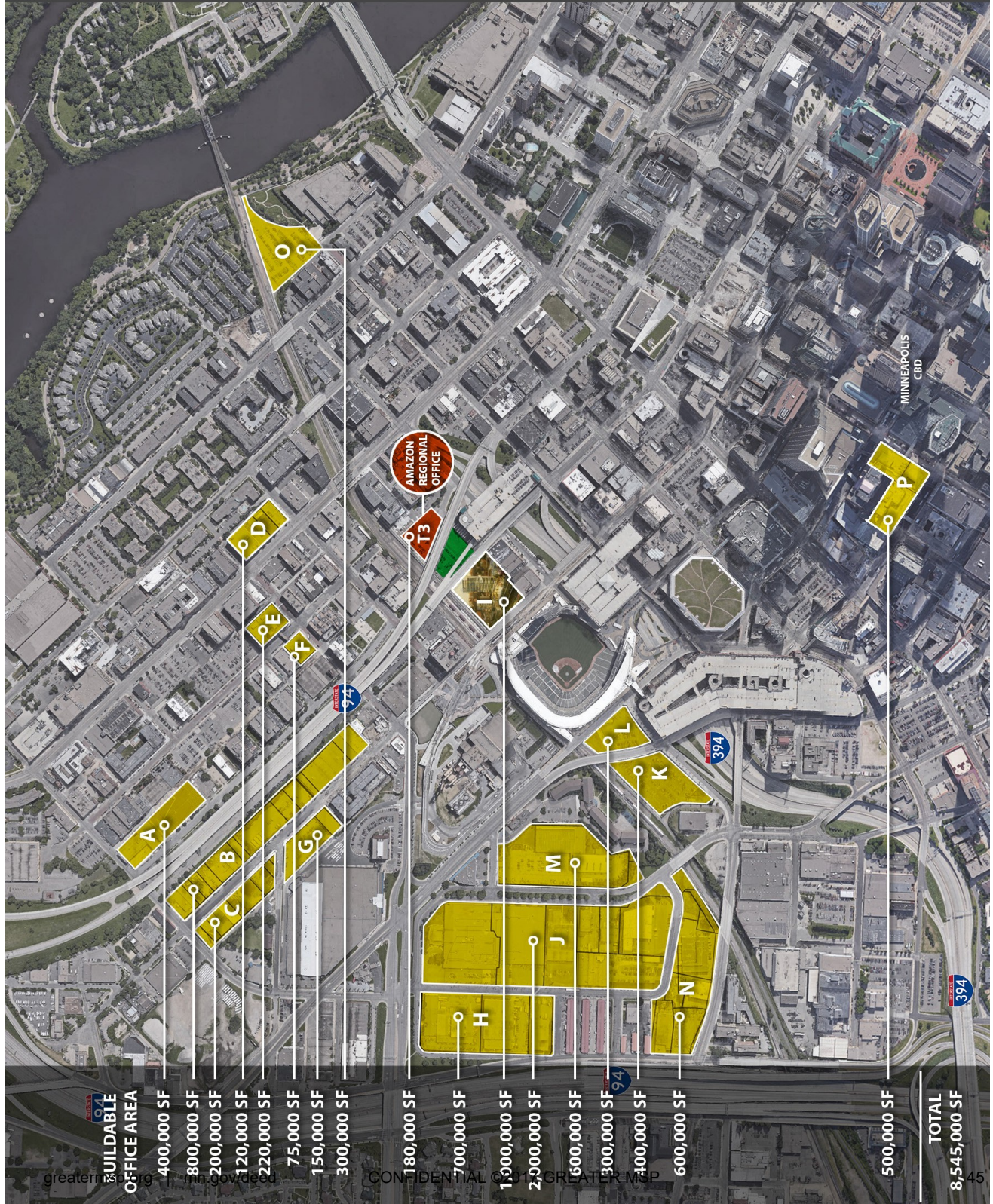
- Envira Properties LLC

### Parcel O

- Hennepin County Railroad Authority

### Parcel P

- 601 W Companies MN LLC









INFORMATION REQUESTED	DAYTONS PROJECT SITE
<b>1. Tenant</b>	Amazon
<b>2. Building/Site Address</b>	700 Nicollet Mall Minneapolis, MN 55402
<b>3. Building Type</b>	1,276,003 square foot creative class A historic building in the heart of downtown Minneapolis.
<b>4. Zoning</b>	Downtown Business District B4-2
<b>5. Ownership</b>	<p>The Dayton's Project was purchased in February of 2017 by a partnership controlled by the principals of 601w Companies, one of America's leading private real estate acquisition, ownership, development and management portfolios in the country. Over the past 25 years, 601w has acquired a number of substantial and well-known commercial properties throughout the country, aggregating 50 million square feet, with a collective value in excess of \$8 billion. In relation to these deals, 601w has raised more than \$2 billion in equity, mostly from longstanding investors, and has consummated transactions involving 48 major office buildings, including 13 in Manhattan and 12 in Chicago. The Dayton's Project was purchased with over \$75 million in equity from investors including principles of United Properties of Minneapolis and The Telos Group LLC of Chicago. Together this combined team owns, operates and leases over 50 million square feet of space throughout the United States. JP Morgan Chase provided the construction debt for the project.</p>
<b>6. Property Management</b>	<p>Transwestern 706 Second Avenue South Suite 100 Minneapolis, MN 55402</p>
<b>7. Space Requirement</b>	<p>Phase I: Tenant shall lease approximately 500,000 rentable square feet (RSF) of the Dayton's Project.</p> <p>All space measurements stated above are still approximations and the final USF/RSF measurements of the Premises shall be measured in accordance with BOMA 2017. The entire Building of approximately 1,276,003 RSF is currently available if Tenant requires additional space for the initial Premises.</p> <p>Full floor loss factor: 15%</p>
<b>8. Lease Term</b>	Sixteen (16) years and three (3) months beginning September 1, 2019

INFORMATION REQUESTED	DAYTONS PROJECT SITE
<b>9. Delivery Date</b>	Landlord anticipates being able to deliver the space on or before September 1, 2018 for Tenant to begin construction.
<b>10. Lease Type</b>	In addition to the Net Base Rent, Tenant shall be responsible for paying its proportionate share of the Building's Operating Expenses and Taxes. The Operating Expenses shall be grossed up to reflect a 100% occupied building.
<b>11. Base Rent</b>	\$22.50/RSF + \$0.50 annual increases
<b>12. Rent Concessions</b>	Tenant shall have no obligation to pay base rent or taxes or operating expenses for the first Fifteen (15) months of the term.
<b>13. Operating Expenses &amp; Real Estate Taxes</b>	<p>For 2020, it is anticipated that Operating Expenses will be stabilized at \$7.95/RSF and Real Estate Taxes will be \$2.50/RSF.</p> <p>Landlord will cap real estate taxes and operating expenses in aggregate amounts as follows:</p> <p>2019    \$10.50/RSF</p> <p>2020    \$11.50/RSF</p> <p>2021    \$13.85/RSF (stabilized)</p> <p>2022    \$14.25/RSF</p> <p>2023    \$14.65/RSF</p> <p>Capital expenses shall not be included in building operating expenses. Landlord will cap the building management fee at no more than 4.0% of gross rent.</p>
<b>14. Base Building; Delivery Condition</b>	Landlord, at Landlord's expense and separate from the Tenant Improvement Allowance, shall deliver the Premises in clean shell condition with level floors and all base building mechanical, electrical and fire and life safety systems including main sprinkler and medium pressure HVAC loops in place. This is further defined in the Building Standard Delivery Condition. Tenant shall be responsible for all distribution specific to its plan.
<b>15. Tenant Improvement Allowance</b>	<p>Landlord shall provide a tenant improvement allowance ("Allowance") as follows: \$70.00 per rentable square foot</p> <p>The Allowance may be used by Tenant for improvements to the Premises in accordance with Tenant's plans and specifications including, but not limited to, architectural, engineering, project management, general contractor and other construction-related costs including the acquisition and installation of communications, security, or audio-visual systems and related cabling within the</p>

INFORMATION REQUESTED	DAYTONS PROJECT SITE
	<p>Premises. Landlord shall have the right to review, monitor, and reasonably approve all plans and materials. The Allowance shall be paid monthly within thirty (30) days of Tenant's timely submission of reasonably required paperwork to include any and all lien releases required by Landlord.</p> <p>Tenant may use any unused Allowance toward Tenant's other FF&amp;E purchases and relocation expenses.</p>
	<p>Tenant shall have the right to select its architect, engineer, project manager, and general contractor (and related subcontractors) of its choice, subject to Landlord's reasonable approval, to produce the space plans and construction drawings for the Premises and to perform and oversee the construction of the tenant improvements. Tenant shall be required to use union labor in the construction of the tenant improvements.</p>
	<p>Except for payments made to its professional consultants for review of Tenant's plans and drawings, Landlord will not charge any fees related to the construction of the tenant improvements, for review and approval of Tenant's plans (except for reimbursement of Landlord's actual costs including increased cleaning and security caused by Tenant's construction).</p> <p>During Tenant's construction period, Tenant shall be responsible for utility costs, including for electric power, water, sewer and HVAC during the construction of the tenant improvements.</p>
	<p>Landlord will authorize a space planning allowance of \$0.12/RSF for the completion of Tenant's initial test fit, plus \$0.03/RSF for revisions if approved, and shall be documented in a separate agreement between Tenant's architect and Landlord. Any additional space planning allowance beyond the initial allowance shall require a separate Landlord approval.</p>
<b>16. Rooftop/Outdoor Exclusive Patio Use</b>	<p>Tenant shall have the exclusive right to a private rooftop patio. The cost of installing and maintenance of Tenant's private patio will be at Tenant's cost.</p>
<b>17. Naming / Signage</b>	<p>Ownership is open to providing naming rights and prominent signage in and on the building. However, Ownership must still explore this further due to the landmark nature of the building. We are confident we will develop a solution for branding identification.</p>
<b>18. Amenities</b>	<p>The building's proposed world-class amenities are tenant-exclusive and include:</p> <ul style="list-style-type: none"> <li>• Roof Top Terrace</li> <li>• Tenant Lounge</li> <li>• Fitness Center</li> </ul>

INFORMATION REQUESTED	DAYTONS PROJECT SITE
	<ul style="list-style-type: none"> <li>• Locker rooms with showers</li> <li>• Bike parking</li> <li>• Conference Center</li> <li>• Collaborative and quiet zones</li> <li>• It is the intention of Ownership to provide extensive fashion retail, exceptional food offerings, and entertainment venues on the skyway, street and lower levels of the project.</li> </ul>
<b>19. Connectivity</b>	<p>The following telecom providers will be considered in the building:</p> <ul style="list-style-type: none"> <li>• Cogent</li> <li>• Comcast</li> <li>• CenturyLink</li> <li>• TW Telecom</li> <li>• Gage</li> <li>• Cogent provider fiber-optic service</li> </ul> <p>The building will be fitted with a DAS system for enhanced cellular service throughout.</p>
<b>20. Utility Infrastructure</b>	<p>Spaces are designed for 6 watts per square foot. Landlord shall provide Tenant with 480-volt, 3-phase, 4-wire services. Tenant is responsible for their own transformers. The tenant spaces will be provided an emergency circuit from the emergency generator for only the emergency lighting and exit signs. New addressable fire alarm system backbone will be fed to the floors, the tenants will be responsible for the NAC panels and speaker/strobe installation.</p> <p>If more than 6 watts per square foot is desired, there is some spare capacity that the tenant can bring up from the lower level 2 to the tenant space. The tenant would be responsible for this installation.</p> <p>The tenant will be provided a pathway to the NetPop room in lower level 2 for telecommunications unless a riser management company distributes service throughout the building.</p>
<b>21. Heating, Ventilating, &amp; Air Conditioning (HVAC)</b>	<p>The Building is connected to the NRG district steam and chilled water loop. We are in the process of evaluating the best new HVAC system to be installed as part of the renovation.</p>
<b>22. Sustainability LEED Certification</b>	<p>Landlord will develop a plan and timeline for pursuing LEED certification and will present for Tenant's review prior to lease execution.</p>
<b>23. Environmentally Hazardous Materials</b>	<p>As of the date of turnover, Landlord, at Landlord's expense, will have removed or encapsulated any known hazardous materials located within the Premises or within the common areas of the Building. If other hazardous materials are discovered within the Premises during Tenant's construction or thereafter, and</p>

INFORMATION REQUESTED	DAYTONS PROJECT SITE
	said materials were not brought into the Building by Tenant or Tenant's contractors, then Landlord shall be responsible for removing or encapsulating said materials at Landlord's expense.
<b>24. Building Hours of Operation</b>	<p>The Building's standard hours of operation are anticipated to be as follows. Of course, the building is capable of extending hours based on Amazon's needs.</p> <p>Monday – Friday: 7:00 am – 6:00 pm</p> <p>Saturdays: 8:00 am – 1:00 pm</p> <p>The Building is closed on Sundays and Holidays. Holidays will be defined as holidays recognized by the NYSE.</p> <p>Tenant shall be responsible for Building Standard after-hours HVAC charges.</p>
<b>25. Security</b>	The Building anticipates having a key card access system that provides 24/7 access to Tenant's employees and allows for integration of tenants' systems.

TRANSWESTERN,



Erin Fitzgerald Wendorf  
Principal



Morgan Rethlake  
Associate

TRANSWESTERN  
706 Second Avenue South, Suite 100  
Minneapolis, MN 55402  
(612) 359-1622

[erin.wendorf@transwestern.com](mailto:erin.wendorf@transwestern.com)



## REGIONAL OVERVIEW

NORTHSTAR COMMUTER RAIL

FOOD TRUCK SCENE

CHEF DRIVEN RESTAURANTS

MINNESOTA TWINS BALLPARK

LIGHTRAIL TRANSIT HUB

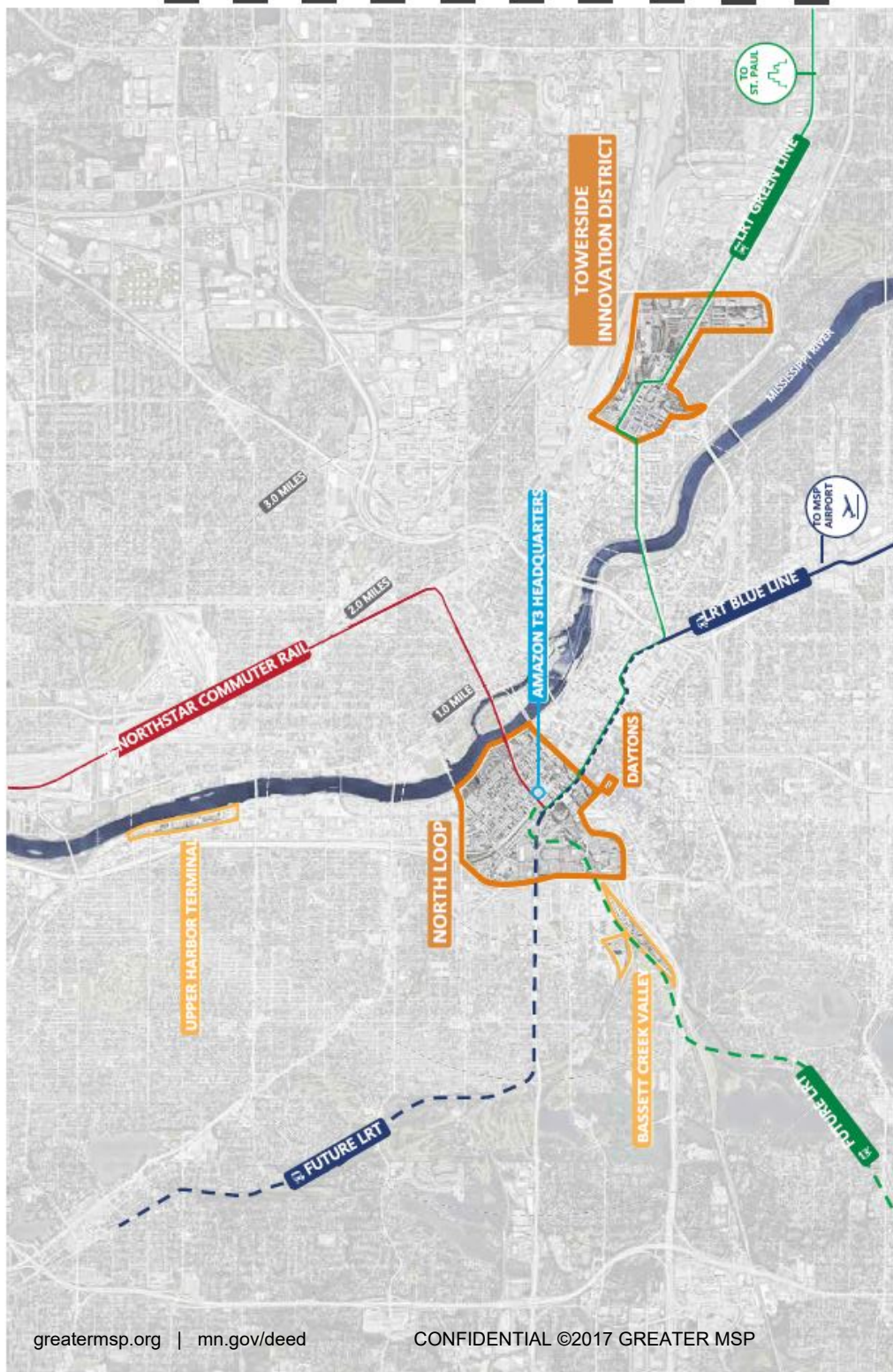
FARMER'S MARKET

BREWERIES

UNIVERSITY OF MINNESOTA

CEDAR LAKES TRAIL

NICOLLET MALL



“COOLEST NEIGHBORHOOD IN AMERICA” THRILLIST “FAVORITE NEIGHBORHOOD” FAST COMPANY  
 “TOP 15 U.S. CITY FOR QUALITY OF LIFE” FORBES, 2016 “GO LIST 2016” FODOR’S “MOST BIKEABLE CITY IN AMERICA”  
 BICYCLING.COM, 2016 “AMERICA’S TOP THREE FRIENDLIEST CITIES” TRAVEL & LEISURE, 2016 “AMERICA’S TOP TWO  
 GREENEST CITIES” TRAVEL & LEISURE, 2016 “NATION’S TOP THREE MOST LITERATE CITIES” USA TODAY, 2017 “TOP 15  
 SAFEST U.S. CITIES FOR PEDESTRIANS” LIBERTY MUTUAL INSURANCE PEDESTRIAN SAFETY INDEX, 2014  
 “AMERICA’S HEALTHIEST CITY” TRAVEL CHANNEL, 2017 “12TH HIPPEST NEIGHBORHOOD” FORBES MAGAZINE

## HQ2 CHECKLIST - NORTH LOOP/DOWNTOWN

### TRANSIT/TRANSPOTATION:

INTERSTATE I-94, I-394 AND I-35W

ARTERIAL ROADWAYS HIGHWAY 55,  
WASHINGTON, LYNDAL AND HENNE-  
PIN AVENUES

### LOCAL GOVERNMENT STRUCTURE

- ✓ EAGER ELECTED OFFICIALS
- ✓ WELCOMING, DEVELOPMENT-  
ORIENTED NEIGHBORHOOD
- ✓ STABLE/CONSISTENT BUSINESS  
CLIMATE

### DIVERSE POPULATION

MINNEAPOLIS HAS A WELCOMING AND  
DIVERSE POPULATION. THE LARGEST  
AGE GROUPS ARE 25-34 (37%), 35-44  
(17%), 45-54 (13%) AND 55-64 (9%).

### CULTURAL COMMUNITY FIT

- ✓ MULTIPLE INSTITUTIONS OF HIGHER  
LEARNING, FROM A LARGE STATE  
UNIVERSITY, PRIVATE SCHOOLS,  
COMMUNITY SCHOOLS, AND  
TECHNICAL SCHOOLS WITHIN THE  
CITY OF MINNEAPOLIS BORDERS
- ✓ THE BUSINESS CLIMATE IS  
RENOWNED FOR ITS STABILITY. THE  
DIVERSITY OF COMMERCE INCLUDES  
FINANCE AND BANKING, RETAIL,  
FOOD AND AGRICULTURAL SERVICE,  
MEDICAL TECHNOLOGY,  
TRANSPORTATION AND LOGISTICS,  
CONSUMER PRODUCTS AND  
TECHNOLOGY, AS WELL AS  
NUMEROUS PROFESSIONAL SERVICES  
INSTITUTIONS.

### HIGH QUALITY OF LIFE

- ✓ TOP 15 U.S. CITY FOR QUALITY OF LIFE,  
FORBES, 2016
- ✓ CHEF-DRIVEN RESTAURANTS, SPECIAL-  
IZED LOCAL AND NATIONAL RETAILERS
- ✓ URBAN HOUSING INCLUDING RENO-  
VATED LOFT WAREHOUSES AND NEW  
APARTMENT/CONDO CONSTRUCTION

### UNIQUE ABOUT THE COMMUNITY

- ✓ AMERICA'S HEALTHIEST CITY, TRAVEL CHANNEL, 2017
- ✓ ONE OF AMERICA'S TOP TWO GREEN-EST CITIES, TRAVEL AND  
LEISURE, 2016
- ✓ ONE OF THE NATION'S TOP THREE MOST LITERATE CITIES, USA  
TODAY, 2017

### RECREATIONAL OPPORTUNITIES

MISSISSIPPI RIVER + MINNEAPOLIS LAKES

MOST BIKEABLE CITY IN AMERICA, BICY-CLING.COM

MAJOR LEAGUE SOCCER

MAJOR LEAGUE BASEBALL

NBA TIMBERWOLVES + LYNX

NFL VIKINGS

CONCERT VENUES INCLUDING FIRST AVENUE, LEGENDARY SITE  
OF PRINCE'S PURPLE RAIN

ADDITIONAL OPPORTUNITIES WITHIN  
MINNEAPOLIS FOR RENOVATION,  
REDEVELOPMENT, AND NEW  
CONSTRUCTION

- ✓ TOWERSIDE
- ✓ UPPER HARBOR TERMINAL
- ✓ BASSETT CREEK-LINDEN YARDS

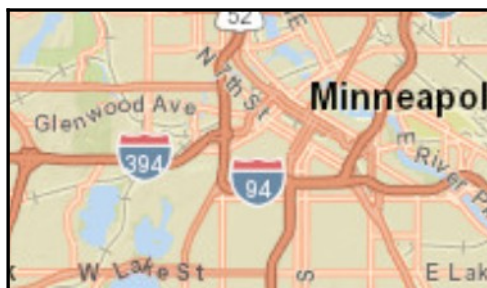
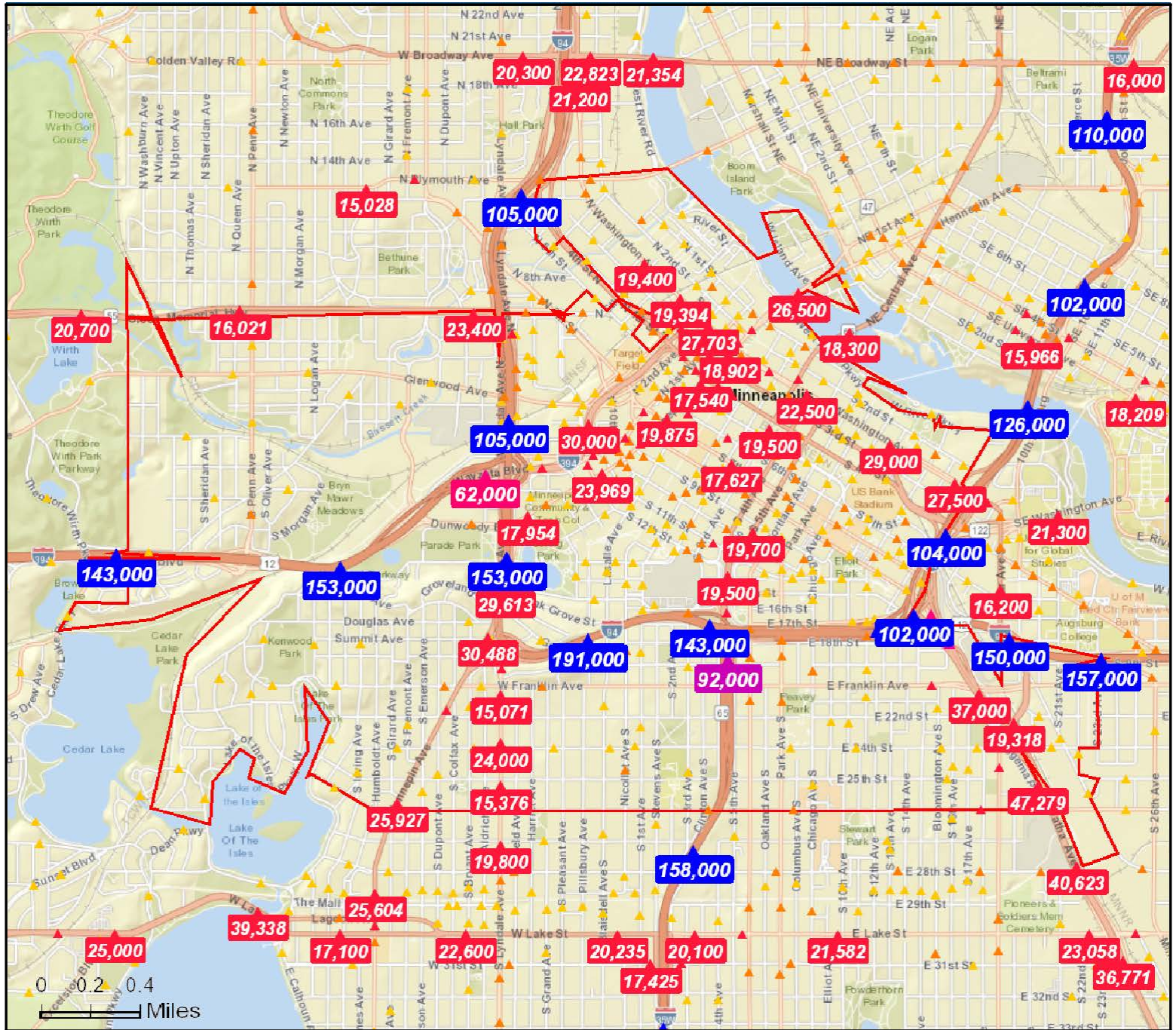


# Traffic Count Map

6 ZIP Codes

55401 (Minneapolis) et al.

Geography: ZIP Code



**Average Daily Traffic Volume**

- ▲ Up to 6,000 vehicles per day
- ▲ 6,001 - 15,000
- ▲ 15,001 - 30,000
- ▲ 30,001 - 50,000
- ▲ 50,001 - 100,000
- ▲ More than 100,000 per day



Source: ©2017 Kalibrate Technologies



## DOWNTOWN SAINT PAUL

*Iconic downtown Saint Paul sites located in the central business district and along the Mississippi River bluff with sweeping, unobstructed views.*

### OVERVIEW:

- Up to 24 acres in urban core.
- Ability to build multiple towers to accommodate square footage needs.
- Interconnected by a second-story network of climate-controlled walkways, referred to as [skyways](#).

### BUILDING REQUIREMENTS:

500,000 square feet in the initial phase 1 (2019):

- [Shovel-ready riverfront site](#) can immediately accommodate up to 3.46 million square feet of new vertical space.
- 398,000 square-foot [adjacent building](#) is available for renovation and immediate occupancy.

Up to 8 million square feet in future plans:

- Government-owned downtown sites offer a combined 17.30 acres and 6.87 million square feet of office space development potential.
- Privately owned space in existing buildings, buildings in development, and developable sites can total an additional 6.7 acres and 1.8 million square feet of office potential, providing flexibility to meet Amazon's space needs and adapt to market demands.
- Nearby satellite sites within Saint Paul could be combined with the downtown sites to create additional flexibility. Transit provides connectivity between these sites and downtown. Major sites include the planned redevelopments of Sears, [Snelling-Midway Mall](#), and the former [Ford Motor Plant](#). These sites total an additional 174 acres and have development potential for up to 3.45 million additional square feet of office space.

Ramsey County and the City of Saint Paul are partnering to create a larger development package in the heart of downtown Saint Paul, which includes the following sites:

- [Riverfront Properties](#) totals nearly eight acres located along the bluff overlooking the Mississippi River in downtown Saint Paul. This includes a shovel-ready site that is immediately available for new construction and the existing Ramsey County East Building, a nine-floor, 398,000 square-foot building located on a 1.3 acre downtown block.
- **Central Station**, a development site surrounding and above the [Central Station](#) on the METRO Green Line. This development site can accommodate significant new-construction and presents a unique opportunity to tie the Amazon campus directly to the transit system.
- **Other government-controlled sites** available for the campus include development sites on top of city-controlled parking structures at the RiverCentre and across the street from Union Depot transportation hub, as well as the [Ramsey County Public Health Center](#).

### PROPERTIES (IDENTIFIED ON MAP):

- Ramsey County East – 1.35 acres; 398,000 square feet of office.
- Ramsey County West and Riverfront Land – 7.15 acres; potential for 3.46 million square feet of office.
- Central Station – 1.54 acres; potential for 940,000 square feet of office, directly above this bustling Green Line light rail station.
- Lowertown Ramp development site – 1.42 acres; potential for 60,000 square feet of office, directly above 910 parking spaces.
- RiverCentre Ramp development site – 1.78 acres; potential for 678,000 square feet of office, directly above 2,204 parking spaces.
- Ramsey County Public Health Center – 1.33 acres; potential for 290,000 square feet of new office space.
- Union Depot Lot – 2.73 acres; potential for 1,042,000 square feet of new office space.
- **Totals: 17.30 acres; 6.8 million square feet of office space.**

## DOWNTOWN SAINT PAUL

### OWNERSHIP STRUCTURE (IDENTIFIED ON MAP):

All of the proposed development sites are government owned and provide opportunities for both new construction and building renovations. This public partnership holds significant site control today, and can respond and adapt to opportunities that exist and emerge in the downtown real estate market over the intervening years of campus development.

- Ramsey County East – Owned by Ramsey County, available for immediate renovation and occupancy.
- Ramsey County West and Riverfront Land – Owned by Ramsey County, immediately available for new construction.
- Central Station – Development parcels owned by the City of Saint Paul Housing and Redevelopment Authority and the Metropolitan Council, ready for development.
- Lowertown Ramp Development Site – 910-space parking ramp owned by the City of Saint Paul Housing and Redevelopment Authority, available for air-rights development.
- RiverCentre Ramp Site – 2,204-space parking ramp owned by the City of Saint Paul Housing and Redevelopment Authority. The ramp will be reconstructed in 2019 with structural strength to accommodate air-rights development.
- Ramsey County Public Health Center – Owned by Ramsey County, immediately available to be deconstructed and redeveloped.
- Union Depot Lot – Owned by Ramsey County Regional Railroad Authority, immediately available for new construction.

### ZONING:

- Ramsey County East – B4 – Central Business.
- Ramsey County West and Riverfront Land – B4 and B5 – Central Business.
- Ramsey County Central – B4 – Central Business.
- Central Station – B4 – Central Business.
- Lowertown Ramp Development Site – B4 – Central Business.
- RiverCentre Ramp Site – B5 – Central Business.
- Ramsey County Public Health Center – CAAPB MXD Downtown Mixed-Use.
- Union Depot Lot – B5 – Central Business.

All sites are zoned appropriately for Amazon’s intended use.

### INCENTIVES:

Tools that could be utilized include land cost write-downs, investments in infrastructure, loans, New Markets Tax Credits, and the Strategic Investment Fund.

### TRANSPORTATION AND TRANSIT:

Access to Public Transit:

- Easy walking distance to downtown stations on the [METRO Green Line](#), 31 local and regional bus routes, and the [Union Depot](#) multi-modal transportation hub.
- Planned enhanced transit service between Union Depot and [Minneapolis/Saint Paul International Airport](#), [east metro suburbs](#), and [northeast metro communities](#) over the next decade.

## DOWNTOWN SAINT PAUL

### TRANSPORTATION AND TRANSIT CONTINUED:

Bike and pedestrian infrastructure:

- Adjacent to the [Capital City Bikeway](#), a new two-way, off-street bike trail and separated pedestrian sidewalk loop that connects residents and visitors to downtown attractions and the existing regional trail network.
- The entire city is ringed by the [Grand Rounds](#) bicycle and pedestrian parkway connecting many major parks and civic spaces. The city is undertaking a multi-year program to expand and enhance this bicycle network.
- Home to one of the country's most established bikeshare systems, [Nice Ride MN](#).
- Planned Saint Paul [River Balcony](#), a publicly accessible bluff-edge experience connecting public spaces and bluff-side redevelopment sites in downtown Saint Paul. It is envisioned to accommodate walking, outdoor seating, gathering, and related public activities.

Passenger Rail:

- Adjacent to the only Amtrak Station in the Twin Cities metropolitan region, and provides daily departures to Chicago and Seattle/Portland.

Travel Logistics:

- 15 minutes from the Minneapolis/Saint Paul International Airport.
- Five minutes from the [Saint Paul Downtown Airport](#), Holman Field.
- Easily accessible (< 1 mile) by two freeways (Interstates 94 and 35E) and multiple highways connecting major thoroughfares throughout the Twin Cities.

### UTILITY INFRASTRUCTURE:

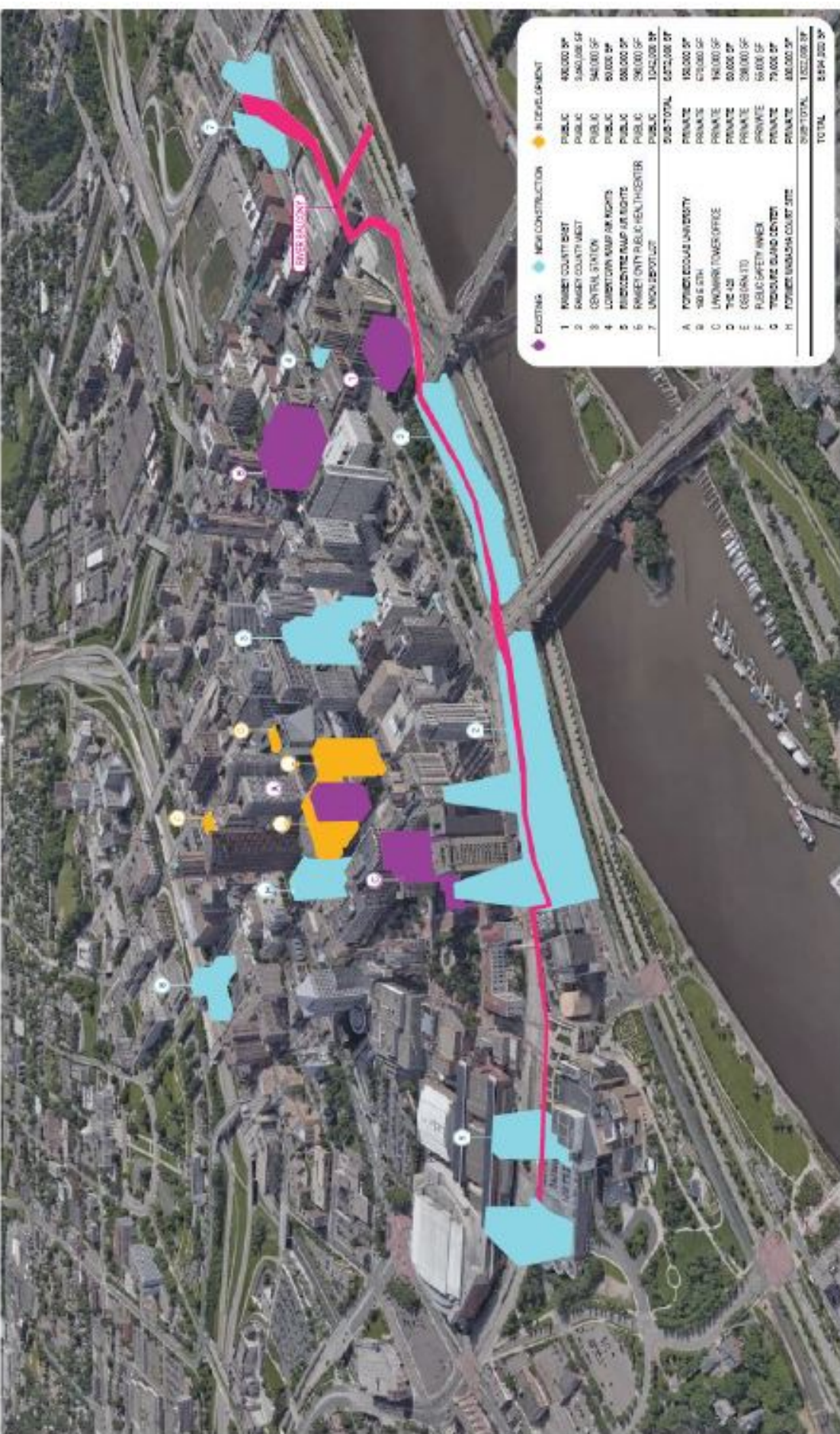
- Well connected to the city's existing utility infrastructure.
- Enhanced fiber capacity installed along entire Green Line Light Rail Transit alignment to allow for data-heavy business operations in nearby development sites.
- [Local utility](#) provides sustainable option for heating and cooling buildings in downtown core.

### QUALITY OF LIFE:

Downtown Saint Paul is celebrated for its unique character, including beautiful historic buildings and walkable, friendly streets that are compact in size and scale. With parks at the heart of every neighborhood, the arts, cultural and entertainment districts drive a strong and creative workforce. In addition to a vibrant riverfront trail, Saint Paul's downtown is bookended by two city-block parks which host music and cultural events throughout the year.

Saint Paul is an innovative job center for millennials who take full advantage of a growing transit system that connects downtown Saint Paul to the region, catalyzing dense transit-oriented development in mixed-use urban villages. The city also has a growing tech and innovation industry, and recently announced the creation of [Full Stack Saint Paul](#), a focused effort to grow tech and innovation jobs in the city.





2027: DOWNTOWN SAINT PAUL

# DOWNTOWN SAINT PAUL



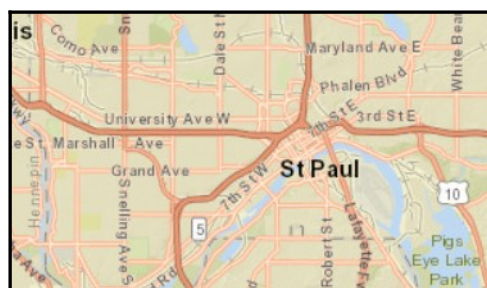
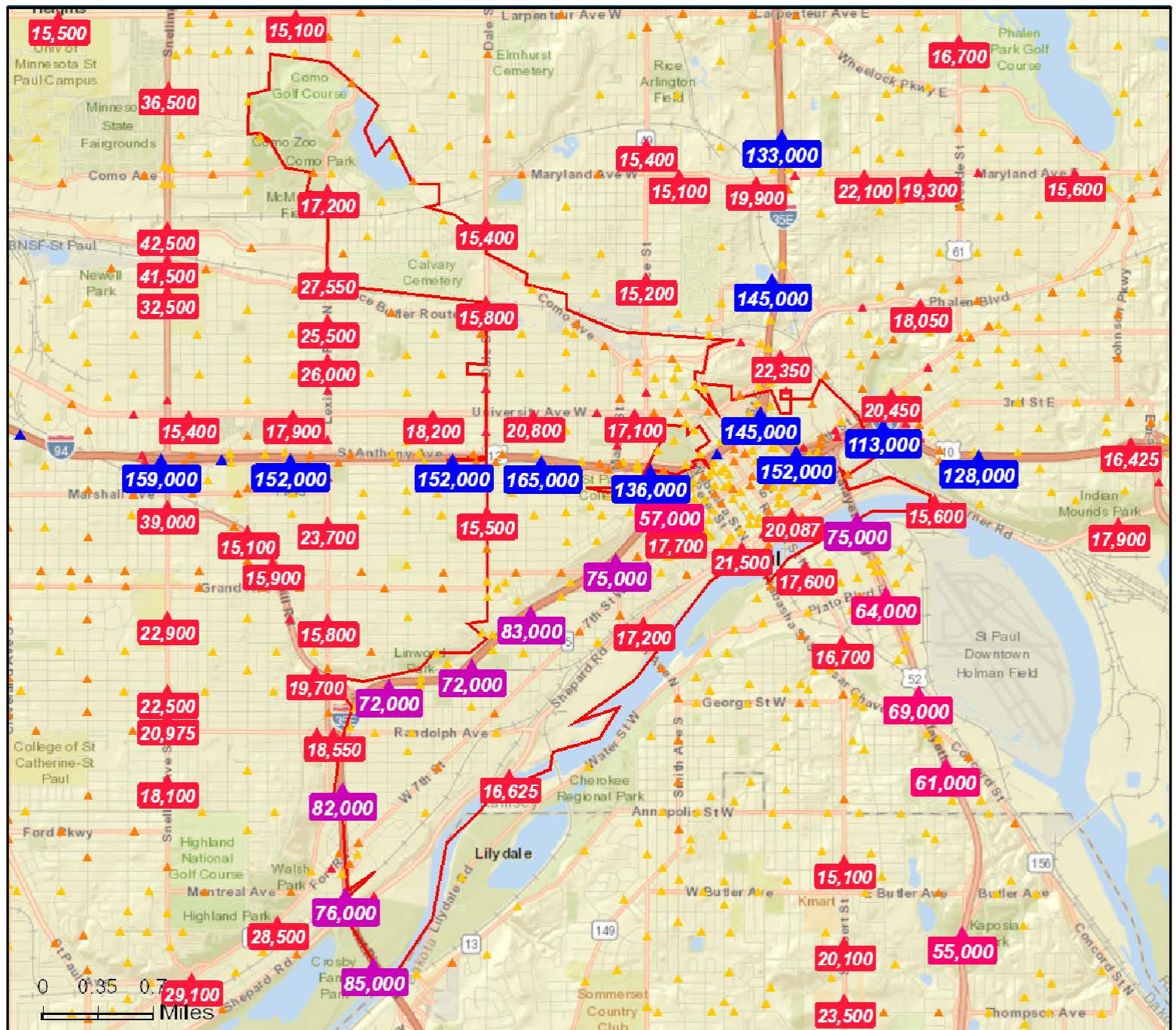
2027: DOWNTOWN SAINT PAUL





# TRAFFIC COUNT MAP

3 ZIP Codes  
55101 (Saint Paul) et al. Geography: ZIP Code



**Average Daily Traffic Volume**

- ▲ Up to 6,000 vehicles per day
- ▲ 6,001 - 15,000
- ▲ 15,001 - 30,000
- ▲ 30,001 - 50,000
- ▲ 50,001 - 100,000
- ▲ More than 100,000 per day



Source: ©2017 Kalibrate Technologies

## BLOOMINGTON

*Adjacent to a major international airport, overlooking a National Wildlife Refuge, anchored by the Mall of America, served by light rail transit, multiple freeways and the State's largest transit hub, at the center of a highly educated and livable metropolitan area, with abundant shovel ready sites, Bloomington's South Loop District is perfectly situated to serve as Amazon's second North American headquarters.*

### OVERVIEW:

- Over 140 acres of available land zoned for office and owned by two developers or the City of Bloomington
  - Sites are entitled to development with approval from the City of Bloomington
- Approved districtwide environmental review document (AUAR), which will expedite the approval process
- Public infrastructure agreements are in place for up to \$400 million in public infrastructure
- Quick and efficient zoning, permitting, and entitlement process

### TRANSIT:

- Direct access to I-494 and MN-77; less than 4 miles from I-35W; and less than 7 miles from I-35E
- Adjacent to the Minneapolis-St. Paul International Airport
- Served by a multi-faceted, high frequency transit system consisting of 12 LRT, BRT, and local bus routes
  - 186 transit routes connect to the area via one transfer
- Home to the busiest transit and most connected station in Minnesota – MOA Transit Station
- Connected to the regional trail system along the National Wildlife Refuge (14,000 acres, 70 miles of hiking and biking trails) and adjacent communities by the Nokomis-Minnesota River Regional Trail

### LARGE DEVELOPMENT EXPERIENCE:

The City of Bloomington and Port Authority are experienced in working with and executing large developments using public-private partnerships.

- Mall of America – 5.6 million square feet, \$2 billion asset with substantial investment from the City and Port Authority
- Bloomington Central Station – 50 acre mixed use development centered around light rail

### EXPO 2023 (WORLD'S FAIR):

- Bloomington has partnered with the MN EXPO Bid Committee to bring EXPO 2023 to Minnesota
- The Minnesota-USA bid is up against Argentina and Poland
- A vote by the Bureau of International Expositions will occur on November 15, 2017, to select the location of the 2023 EXPO
- EXPO buildings would leave an international legacy in South Loop, and could be built to house the EXPO in 2023, and Amazon expansion after the EXPO

### INFRASTRUCTURE:

- South Loop district plan proposes an interconnected street grid to increase connectivity, efficiency, and bicycle and pedestrian movement
- Major arterial and collector streets are constructed
- South Loop is fully served by sanitary sewer, potable water and storm water systems
- Infrastructure has been planned to accommodate future projected development

## BLOOMINGTON

### POLITICAL STABILITY:

- The City of Bloomington and Port Authority are a no-nonsense, get-it-done, pro-development group

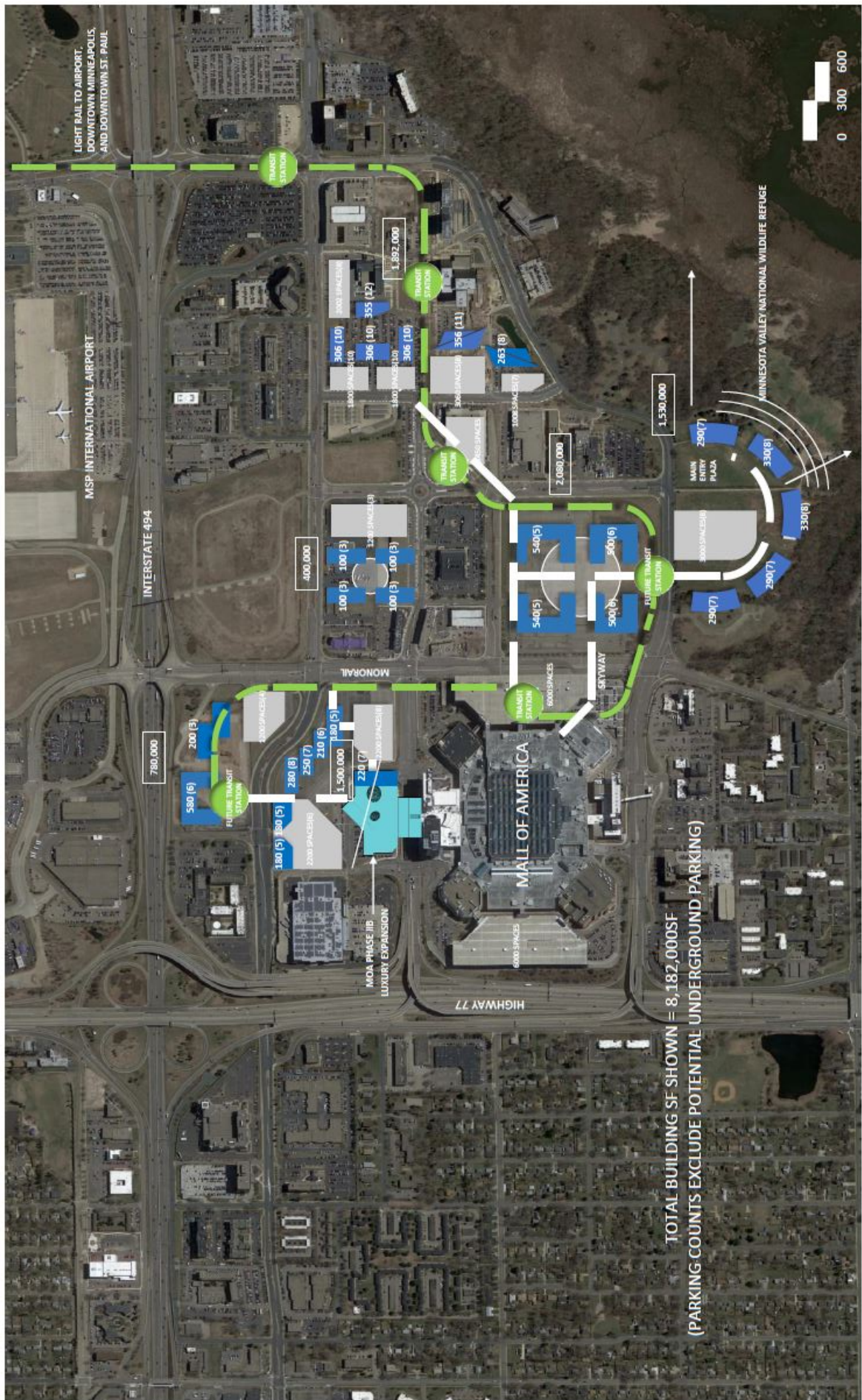
### SUSTAINABILITY:

- The South Loop District Plan ensures that sustainability is a key organizing principal around development in South Loop
- A district energy study has been completed
- Parking facilities will be constructed with future, alternative uses in mind







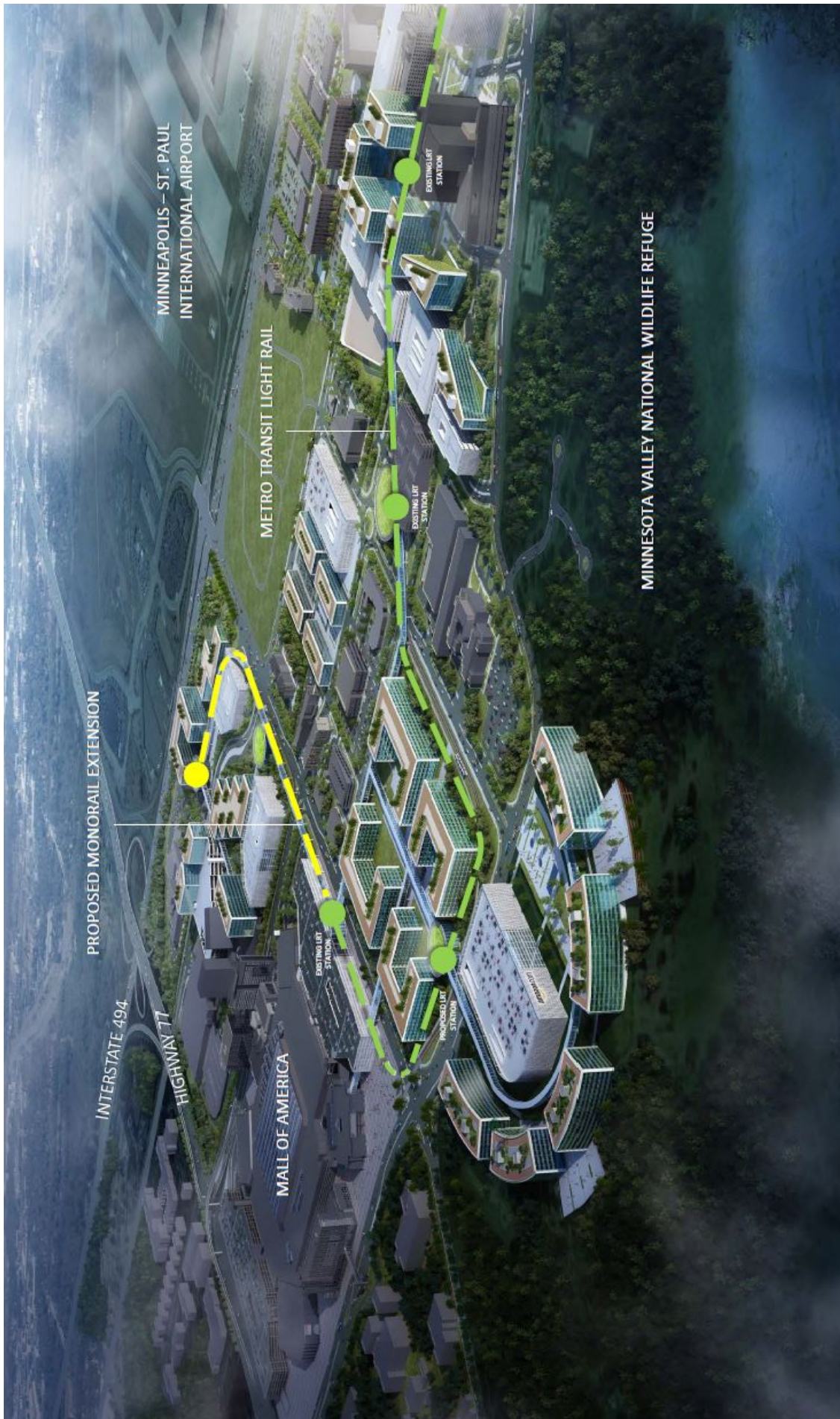














Adjacent to a major international airport, overlooking a National Wildlife Refuge, anchored by the Mall of America, served by light rail transit, multiple freeways and the State's largest transit hub, at the center of a highly educated and livable metropolitan area, with abundant shovel ready sites, Bloomington's South Loop District is perfectly situated to serve as Amazon's second North American headquarters.

## Bloomington

Bloomington is a metro suburb with convenient access to Minneapolis, St. Paul and the rest of the world. Minneapolis-St. Paul International Airport is situated next to Bloomington. The bustling downtowns of Minneapolis and St. Paul are just 10 miles away by multiple major expressways or Metro Transit, including four light rail train stations.

Bloomington is a community. Alongside its thriving businesses, the city has an extensive park and nature system, with over 1,000 square feet of parkland per capita and 34 miles of National Wildlife Refuge along the shore of the Minnesota River. Expansive parks and wildlife habitats provide limitless recreation options such as hiking, biking, snowshoeing and cross country skiing in a beautiful natural environment.

The city offers a unique mix of retail, dining and entertainment to keep residents on the go. The diverse population of this community drives innovation, creates new markets, increases creativity and makes Bloomington rich with culture. A high quality of life and moderate cost of living allow 88,000 Minnesotans to call Bloomington home.

## South Loop District

The South Loop District sits at the confluence of two major rivers and has been a crossroads of cultures, commerce, and transportation for millennia. Over the last 150 years, the area's identity has been shaped by many diverse uses: from military a fort reserve and missionary settlement to farming, major league sports, and world-renowned retail and commerce. More recently, a new vision has emerged for the district as a transit-supportive, mixed use neighborhood with walkable streets, attractive public amenities, with compelling creative placemaking and public art. Public and private sector leaders have collaborated to implement the infrastructure required to support significant new investment.

Bordered in part by the Minneapolis-St. Paul International Airport (MSP) and the Minnesota River Valley, South Loop contains a unique mix of features and amenities: the Mall of America, the Minnesota Valley National Wildlife Refuge and Visitors Center, the headquarters of corporations such as HealthPartners and Ceridian, over 4,000 hotel rooms, four light rail transit stations for the Blue Line that connects to North Loop in Downtown Minneapolis, a residential neighborhood, and hundreds of developable acres. The adjacent, top rated airport serves as a gateway; connecting Bloomington and the Twin Cities metropolitan region to the world.

The South Loop District encompasses about 2,350 acres and is comprised of a mix of urban development and natural, open spaces. The largest single land use consists of conservation and



open space areas with approximately 62 percent of the area encompassing the bluffs, ravines, and wetlands along the Minnesota River. Much of the conservation area is located within the Minnesota Valley National Wildlife Refuge and, while accessible via trails, cannot be developed. The remaining area supports retail, office, hotel, residential development in the upland area above the bluff. Of the developable area, about 224 acres are currently available for development.

Several existing uses within or immediately adjacent to South Loop have influenced its existing character and can accommodate the Amazon demand.

- *Hiawatha Light Rail Transit (LRT)* - South Loop is served by the Hiawatha Light Rail Transit (LRT) line (Blue Line). With four LRT stations, South Loop is becoming a model for compact and sustainable Transit-Oriented Development (TOD). The Blue Line provides direct and convenient access to the MSP airport and downtown Minneapolis (North Loop). It also connects to other regional transit systems including Cedar Avenue Bus Rapid Transit (Red Line), Central Corridor LRT (Green Line), and the Northstar Commuter Rail line. Exceptional connectivity to the region as well as national and international locations, gives South Loop a real competitive advantage as a place to work, do business, recreate, and live.
- *Minneapolis-St. Paul International Airport (MSP)* – Two light rail stations away, South Loop enjoys quick and convenient access to MSP, a top rated major hub airport. At the center of the continent, MSP offers quicker flight times to most North American population centers than coastal air hubs.
- *Mall of America (MOA)* - The MOA is a major retail and entertainment destination, drawing 40,000,000 visitors annually from the region and beyond. It is the primary retail and entertainment anchor of South Loop, providing a variety of dining, shopping, and entertainment opportunities to visitors, as well as residents and employees.
- *Bloomington Central Station (BCS)* - Approved in 2005, the BCS master plan proposes a mix of office, hotel, and residential uses centered around an existing 2-acre park and LRT station. Plans call for a pedestrian-friendly mixed-use neighborhood incorporating state-of-the-art sustainable practices.
- *Minnesota Valley National Wildlife Refuge (MVNWR)* - With its entire eastern edge formed by the Minnesota Valley National Wildlife Refuge (MVNWR), South Loop enjoys direct access to a significant natural amenity and extensive trail system. The MVNWR headquarter offices and visitors center is located on the eastern edge of the district. The refuge is part of a corridor of land and water stretching nearly 70 miles along the Minnesota River. With over 14,000 acres, the MVNWR is an urban getaway for hikers, bikers, wild-life watchers, photographers, and cross-country skiers. The Minnesota State Trail is being built through the South Loop district within the Wildlife Refuge.

## Potential Sites

The South Loop District provides over 140 acres of shovel-ready infill sites zoned for office (See attached map). The infill sites are owned by three major entities that have a long history of working together to deliver large-scale development projects, and have an existing redevelopment contracts in place with the City and Port Authority.

<u>Site</u>	<u>Description</u>	<u>Building Floor Area (sf)</u>	<u>Land Area (Acres)</u>	<u>Ownership</u>
A	Thunderbird	780,000	15.7	City and MOA
B	Interstate - Alpha	400,000	13.2	City
C	Spruce Shadows Farm	1,530,000	32.0	City
D	Met Center	1,500,000	27.6	MOA
E	Adjoining Lands	2,080,000	30.0	MOA
F	Bloomington Central Station	1,892,000	22.4	McGough
Totals		<b>8,182,000</b>	<b>140.9</b>	

Sites D and F above have development approval in place already. The other sites are entitled for the development listed, and only need to move through the City's development process. The City is experienced in approving large-scale developments such as the 5.6 million square foot Mall of America, among others.

## Environmental Approval

The South Loop District has an approved environmental document called the Alternative Urban Areawide Review (AUAR) and Mitigation Plan. The AUAR is a substitute for each individual development in the district completing its own EAW or EIS by assessing cumulative environmental impacts of development in a defined area. The AUAR would have to be revised to reflect the Amazon proposal of 8 million square feet of office, but these modifications are in line with the total development area of the district and are not anticipated to be a hurdle.

## Accessibility

Given its closeness to the MSP airport, regional freeways, and light rail, South Loop has transportation advantages that many other areas do not. South Loop has direct connections to Interstate 494 (north border) and MN-TH77 (west border). Major arterials run throughout the district, providing direct access to the major highways and MSP airport. South Loop is approximately equidistant to the central business districts and population centers of Minneapolis and St. Paul. South Loop is connected to Minneapolis via 12 miles of light rail (Blue Line) and a future connection to St. Paul that would replace the busy and robust Route 54 bus line which is currently being studied and is recommended to become a modern streetcar line (Riverview Corridor).

The City and other regional partners have been working to improve access and throughput along the I-494 corridor that connects South Loop to the western metro. Twenty five percent of the regions jobs lie along the I-494 corridor.

## Transit

South Loop is served by a multi-faceted, high frequency transit system consisting of 12 LRT, BRT, and local bus routes. South Loop has the busiest transit hub in the state, the MOA Transit Station. The Minneapolis-Saint Paul public transit system received the 2016 Best American Transit System award and forms the backbone for connectivity to airports, museums, concert

halls, theatres, the Mall of America, sports stadiums, and other attractions for both local and international visitors.

- 220 Transit Routes in the Region
- 186 Transit Routes connected to MOA Transit Station with one transfer
- 12 Transit Routes that connect directly to MOA Transit Station

### *Bicycle System*

Bicycle facilities and routes are implemented or proposed throughout South Loop as either on-road dedicated lanes to off-road trail facilities. As new streets are designed in South Loop, bike lanes will be considered.

Connections to the regional trail system and adjacent communities are provided by the Nokomis-Minnesota River Regional Trail and will be enhanced once the proposed Nine-Mile Creek Regional Trail is constructed in South Loop. These regional trails and the existing 86<sup>th</sup> Street bikeway also provide opportunities for bicycle commuting.

As South Loop develops and becomes denser with development, a bicycle sharing system will be built in the area given the mix of residents, visitors, and employees. The ability to take bikes on the Light Rail Transit greatly expands the reach of the current Nice Ride network of kiosks in Minneapolis and St. Paul.

### **Utility Infrastructure**

The utility infrastructure in South Loop consists of sanitary sewer, potable water, and storm water systems, as well as energy and telecommunication systems. South Loop is served by public and private utility systems. The majority of the public utility infrastructure is sufficient to accommodate current demands.

The primary private utilities serving South Loop include: Xcel Energy (electric power) and CenterPoint Energy (natural gas). There are numerous phone, cable, fiber and Internet service providers operating in South Loop. The largest and most common are Xfinity (Comcast) and CenturyLink. The area is served by a digital antenna system (February 2018 completion) providing strong and reliable cellular phone service.

### **District Energy System**

The amount of new development projected for South Loop make it a potential candidate for implementation of alternative energy systems. The City conducted a district energy study in 2010 that showed district energy is feasible, cost effective, and sustainable. In the context of ongoing Amazon development, the district energy system could be built.

### **Sustainability**

The central organizing principle of the South Loop District Plan approved in 2013 is *Sustainability*.

To ensure South Loop develops in a sustainable and responsible manner, the plan proposes a development framework that reflects the following sustainability goals:

#### **1. Energy**

Encourage efficient building, site, and infrastructure design that reduces fossil fuel use and carbon emissions.

#### **2. Accessibility**

Design and implement transportation systems that support planned development while allowing for reduced reliance on motor vehicles and promote use of transit and alternative transportation modes.

### 3. Green Infrastructure

Integrate natural system functions in the design of infrastructure systems, buildings, and sites to preserve and restore natural resources and maintain the area's natural resource base.

What sustainability means in the context of real estate development, continues to evolve since the approval of the South Loop District Plan. The City has been laser-focused on the emergence of autonomous vehicles and how that will impact the built environment. One of the larger conundrums facing the development community today is how much parking to build, and whether it will be needed in five or ten years when large numbers of people will use autonomous ride sharing services, or their autonomous cars can park themselves in remote locations and be summoned to pick them up. To mitigate that concern, a collaboration between the City and Developer will work to evaluate the parking infrastructure investment with an eye to the future. Parking ramps constructed from today forward will be built with a future use in mind, so that they are convertible to offices or other uses with minimal impacts and costs.

### Creative Placemaking

Bloomington values creatives. Creative Placemaking in the South Loop is an initiative from the City of Bloomington and nonprofit partner Artistry. The vision is: "Sustained creative placemaking efforts will establish the South Loop as a distinctive destination know for welcoming creative people and using the arts to transform the neighborhood physically, socially, and culturally."

Goals for creative placemaking in the South Loop include:

- **Urbanism:** Ensure urban design excellence in transforming the built environment.
- **Animation:** Animate public spaces and strengthen the social and cultural fabric.
- **Involvement:** Involve and empower people who inhabit and care about the South Loop.
- **Identity:** Elevate and project South Loop's identity.
- **Leadership:** Build capacity to sustain leadership and champions.
- **Investment:** Establish a resident creative sector.

Recent creative placemaking projects have included a mobile warming house experience, "walking theater" performance, community murals, sculptures, utility box art, landscaping art, creative engagement activities, and art events.

### Incentives

The City of Bloomington and its Port Authority have existing financial resources to fund public infrastructure (including parking) and offset land costs. In the past, public funds have been used to fund 10-20% of project costs to increase development density in South Loop. Nearly \$400 million in existing public funding sources are available to Amazon for development over the next 15 years. Exact funding levels for each project are a function of the financials of each project. A summary of the funding is as follows:

- **Mall of America® Tax Increment Financing**—Generating \$9 million annually in 2017, estimated to be \$250 million during the life of the TIF district



- Bloomington Central Station Tax Increment Financing—Generating \$2.5 million in 2017, estimated to be \$55 million during the life of the TIF district
- South Loop Development Fund—Generating \$6 million annually in 2017

### **Time to Operations**

Bloomington has a quick and efficient entitlement process. Having a district-wide environmental review document (AUAR) already in place removes the need for environmental reviews for the first phases of development and should ease the environmental review process for subsequent phases. Zoning entitlements for new development are frequently granted within eight weeks of a complete application. Should amendments to zoning standards need to be considered, staff is available in house to quickly process those amendments. Building permit application reviews can be expedited. The City's commissions and staff are familiar with large and complicated projects.

### **EXPO 2023 - World's Fair**

The City is working with the Department of State, Department of Commerce, and the Minnesota EXPO Bid Committee to bring the first World's Fair in decades to the United States. A vote will take place on November 15, 2017. If the Minnesota-USA bid wins the vote, an EXPO will occur in South Loop in 2023. It is totally feasible to host the EXPO in South Loop, and purposefully design EXPO buildings to become Amazon office buildings after the three-month EXPO in 2023. The EXPO would leave a unique legacy to the South Loop District and the areas that are developed afterwards or are repurposed into office space.

### **Community Information**

Overall quality of community life represents the natural ambience, services and amenities that make for an attractive community. How residents rate their overall quality of life is an indicator of the overall health of a community. From the 2017 annual National Citizen Survey™ of Bloomington residents, 95% rated the City as an excellent or good place to live. Satisfaction with Bloomington and its services is also growing.

- Resident satisfaction with overall quality of life in Bloomington improved from 85 percent in 2016 to 92 percent in 2017.
- In 2017, 95 percent of respondents rated Bloomington as a place to live as excellent or good, up from 90 percent in 2016.
- Nine out of ten respondents would recommend Bloomington to others and plan on remaining in the city for the next five years.
- Scores for overall appearance, Bloomington as a place to raise children and overall image rose in 2017.
- Nine out of ten respondents reported feeling safe in Bloomington's neighborhoods and shopping areas.
- Ratings for the City's overall direction, value of services for taxes paid and customer service grew between 2016 and 2017.



#### SHOVEL-READY, LITERALLY

- Over 140 acres of vacant land under site control.
  - Sites are entitled for office development with approval from the City of Bloomington.
- Approved South Loop environmental review document (AUAR), which will expedite the approval process.
- Public funding agreements are in place for up to \$400 million in public infrastructure.
- Quick and efficient zoning, permitting and entitlement process.

#### CONNECTIVITY

- Direct access to I-494 and MN-77; less than 4 miles from I-35W; and less than 7 miles from I-35E.
- Adjacent to the Minneapolis-St. Paul International Airport.
- Served by a multi-faceted, high frequency, transit system consisting of 12 LRT, BRT, and local bus routes.
  - 186 transit routes connect to the area via one transfer.
- Home to the busiest and most-connected transit station in Minnesota – MOA\* Transit Station.
- Connected to the regional trail system along the Minnesota Valley National Wildlife Refuge (14,000 acres, 70 miles of hiking and biking trails) and adjacent communities by the Nokomis-Minnesota River Regional Trail.

#### LARGE DEVELOPMENT EXPERIENCE

- The City of Bloomington is experienced in working with and executing large developments.
- Mall of America\* – 5.6 million square feet, \$2 billion asset with substantial investment from the City and Port Authority.
- Bloomington Central Station – 50-acre mixed use development centered around light rail.

#### POLITICAL STABILITY

- The City of Bloomington and its Port Authority are a no-nonsense, get-it-done, pro-development group, that gave the Amazon HQ a green light on September 19, 2017.

#### EXPO 2023 (WORLD'S FAIR)

- Bloomington has partnered with the MN EXPO Bid Committee to bring EXPO 2023 to Minnesota.
- A vote by the Bureau of International Expositions will decide between Argentina, Poland and Minnesota - USA on November 15, 2017 to select the location of the 2023 EXPO.
- Buildings constructed to house EXPO 2023 would complement the South Loop development and leave an international legacy for the Amazon expansion.



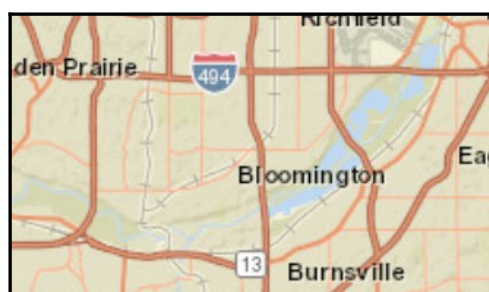
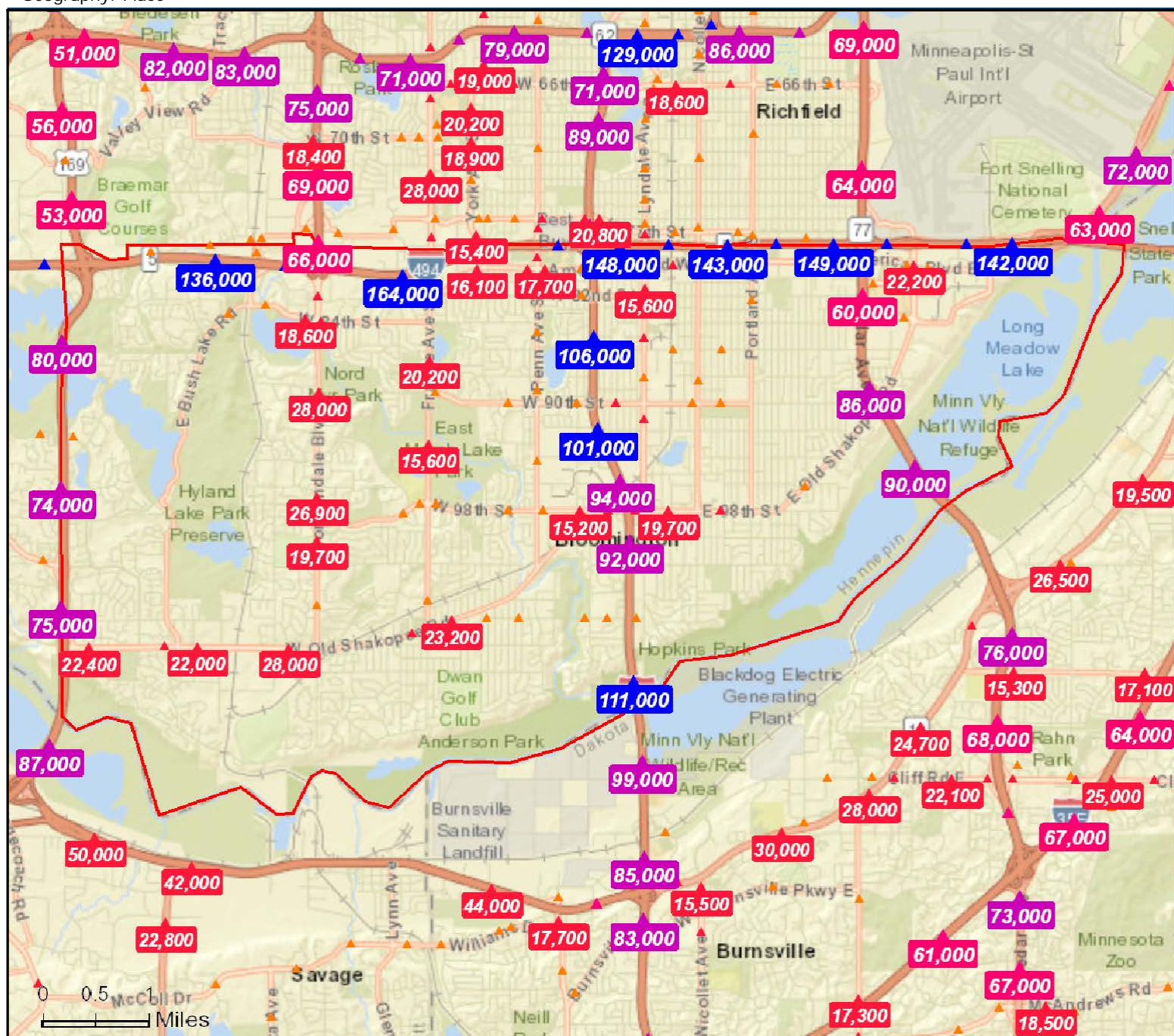




## Traffic Count Map

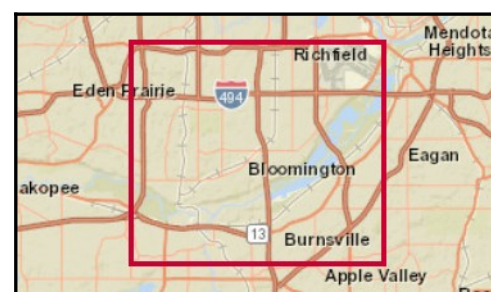
Bloomington City, MN 2  
Bloomington City, MN (2706616)  
Geography: Place

Prepared by Esri



**Average Daily Traffic Volume**

- ▲ Up to 6,000 vehicles per day
- ▲ 6,001 - 15,000
- ▲ 15,001 - 30,000
- ▲ 30,001 - 50,000
- ▲ 50,001 - 100,000
- ▲ More than 100,000 per day



**Source:** ©2017 Kalibrate Technologies



## APPLE VALLEY - ORCHARD PLACE

### OVERVIEW:

- **Address:** Southwest corner of 150th St W & Pilot Knob Road
- **Size:** 100 acres, with 160 adjacent
- **Owner:** Private owner- Rockport LLC
- **Price:** \$5.50/sf
- **Current Zoning:** The land use is designated interim sand and gravel mining with the guiding zoning as a Mixed Business Campus to 2030. These designations have been in place since 2009. AUAR and environmental analysis completed in 2016.

### UTILITIES:

- Gas, electric, and water utilities are adjacent and ready to be extended with sufficient capacity.
- Fiber is available.

### LOCAL INCENTIVES:

- TIF

### TRANSIT OPTIONS:

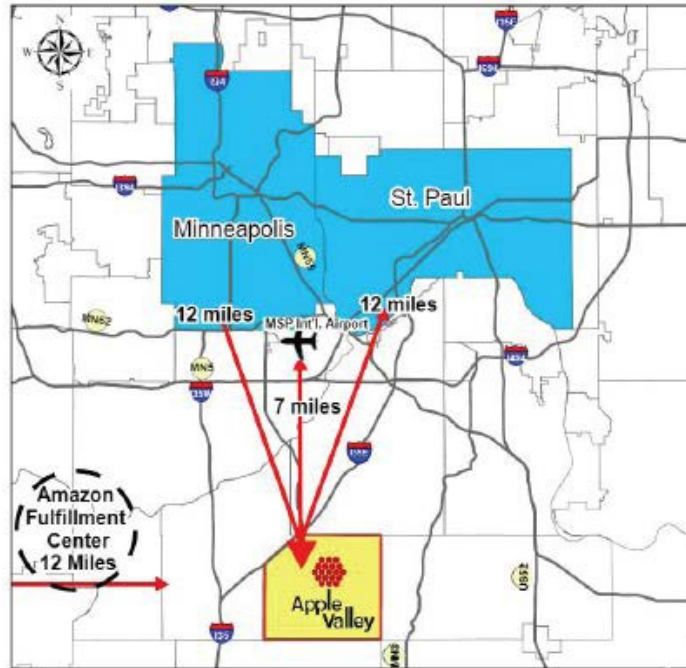
- Bus rapid transit (Red Line) 2 miles away.
- Bus line 420 has stops one block north of proposed sites.

### QUALITY OF LIFE:

"Apple Valley is considered a 'community for a lifetime'. The community is well planned, has thriving retail and services, a full variety of housing choices, city parks and trails in close proximity, sought after high quality schools, a road network that offers mobility without the negative aspects of congestion, sustainable and resilient design features and safety with a low level of crime and a positive community policing strategy."

- Money Magazine, over a 7 year period, selected Apple Valley as the 28th, 24th, 20th, and most recently, the 17th, best place to live in the country (2013). A summary of the findings are included with these materials.
- There are 57 city parks in closer proximity to where people live than anywhere else in Dakota County. The MN Zoo is located in Apple Valley, as well as the best public golf course in the state in 2016, Valleywood Golf Course.
- Free concerts during summer months on Friday nights at Kelley Park.

## APPLE VALLEY - ORCHARD PLACE



## ARDEN HILLS – RICE CREEK COMMONS

### OVERVIEW:

- **Address:** I-35W
- **Size:** 427 acres
- **Owner:** Ramsey County
- **Current zoning:** Will be zoned properly for project. Previously Army Ammunition Plant. AUAR has been completed.

### UTILITIES:

- **Water:** City
- **Wastewater:** City
- **Electric:** Xcel Energy
- **Natural gas:** Xcel Energy
- **Fiber:** The fiber and coax are currently located across the street in the right-of-way, adjacent to the site

Well-connected to the Twin Cities utility infrastructure and has the broadband infrastructure to support Amazon's development. Located at the northwest boundary of CenturyLink's primary service area, which provides the highest level of fiber service capability and system redundancies.

Pursuing the creation of a 40-acre solar installation adjacent to the site.

### LOCAL INCENTIVES:

- Land cost write-downs
- Investments in infrastructure
- Loans

### TRANSIT OPTIONS:

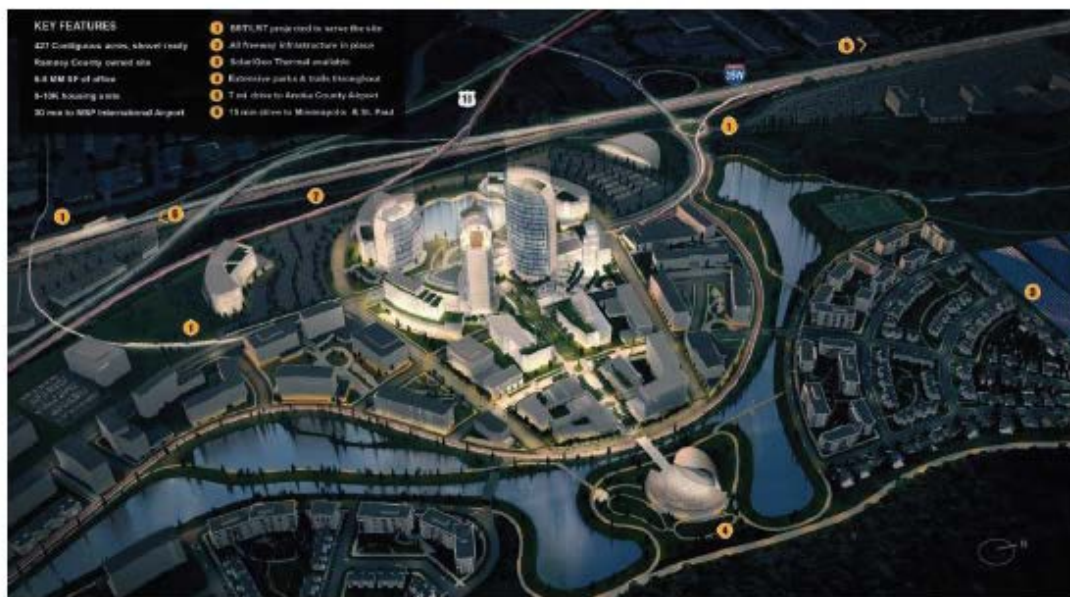
- Metro Transit opened the A-Line bus rapid transit line, a high-frequency bus line that connects two Twin Cities light rail lines. It is anticipated that the A-Line service will be extended to serve Rice Creek Commons and will connect the site to the regional transit network.
- Adjacent to Interstate 35W to the east and immediately north of Interstate 694.
- A large boulevard within the site designed to carry 40,000 cars per day has been designed and funding for the road has been committed.

### QUALITY OF LIFE:

- Network of parks and trails interwoven to provide open space for all types of recreation and perform important environmental functions such as regional stormwater management and natural habitat restoration.
- Rice Creek will serve as a premier feature of a 50-acre natural resources corridor that winds through the site, providing both a natural asset and regional stormwater treatment.
- 24 acres of park space is planned internally on the site.
- New bike and pedestrian trail on the eastern edge of the development that connects to regional trail system.



## ARDEN HILLS – RICE CREEK COMMONS





## BROOKLYN PARK – NORTHLAND BUSINESS PARK

### OVERVIEW:

- **Address:** US Highway 169/610
- **Size:** 213 acres
- **Owner:** Scannell Properties
- **Price:** \$6.00 - \$10.00/sf
- **Current zoning:** Will be zoned properly for project. Previously agriculture.

### UTILITIES:

- **Water:** City
- **Wastewater:** City
- **Electric:** Xcel Energy
- **Fiber:** CenturyLink

### LOCAL INCENTIVES:

- TIF

### TRANSIT OPTIONS:

Direct access to the regional freeway system on Highways 169 and 610. The METRO Blue Line extension will also serve the area providing a one-seat ride through Brooklyn Park to downtown Minneapolis and the Minneapolis-Saint Paul International Airport. Stations at Oak Grove and 93rd Avenue provide an opportunity for direct mass transit connection to the site.

### QUALITY OF LIFE:

Nestled along the Mississippi River, Brooklyn Park features almost 2,000 acres of parkland, two golf courses and 120 miles of trails for outdoor enthusiasts. Every home is within walking distance to a park.

Community center which features a gymnasium, two hockey rinks, racquetball courts and a senior center.

## BROOKLYN PARK – NORTHLAND BUSINESS PARK



## CHASKA

### OVERVIEW:

- **Address:** US Highway 212
- **Size:** 120 acres
- **Owner:** Multiple land owners
- **Price:** \$2.50-\$3.50 psf
- **Current zoning:** Business Park

### UTILITIES:

- **Water:** City
- **Wastewater:** City
- **Electric:** Xcel Energy
- **Natural gas:** CenterPoint Energy
- **Fiber:** Multiple providers one mile from site

### LOCAL INCENTIVES:

- TIF or tax abatement

### TRANSIT OPTIONS:

SouthWest Transit, which provides transit service to downtown Minneapolis and the University of Minnesota, will provide connections to the planned Southwest Lightrail Transit line planned to run from downtown Minneapolis to Eden Prairie just 10 minutes away.

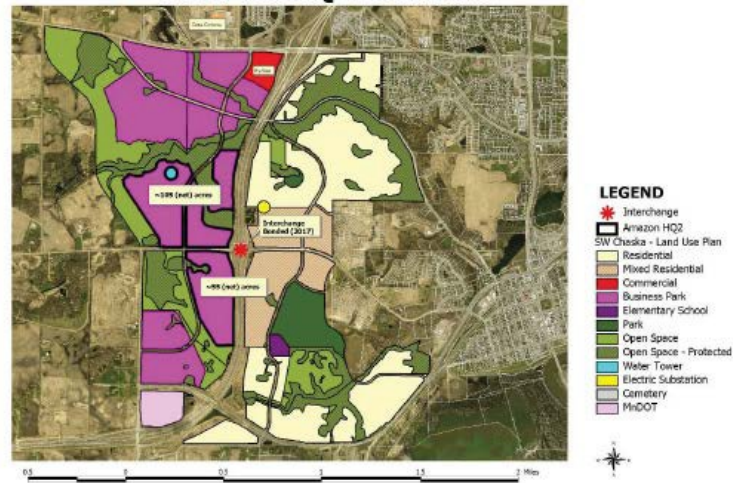
### QUALITY OF LIFE:

Chaska is a quickly growing community of 26,000 people located in the southwest of the Twin Cities Metro Region with the mission to be the “best small town in Minnesota.” Chaska offers a high quality of life with over 70 miles of trails, an historic downtown, and a nationally recognized parks system that includes a state of the art community center. In 2016, the city completed a \$25 million renovation of Firemen’s Park, which is the anchor park of downtown. The award-winning Firemen’s Park hosts a 300-person event space, a six-sheet curling center frequented by the men’s and women’s Olympic teams, and includes a full-service restaurant that allows patrons to view curling while they eat. Home to Hazeltine National Golf Course, Chaska hosted the 2017 Ryder Cup, is scheduled to host the 2019 Women’s PGA Championship, and has hosted multiple other national professional and amateur golf tournaments.



## CHASKA

### AMAZON HQ2 in Chaska



## ELKO NEW MARKET - PARK 1-35

### OVERVIEW:

- **Address:** Southeast corner of I-35W and Deuce Rd/County Rd 2
- **Size:** 125 acres
- **Owner:** Ryan Companies
- **Current Zoning:** Property is guided to industrial land use under city's comprehensive plan. Property needs to be zoned and platted prior to construction.

### UTILITIES:

- **Electric:** Electrical is available at the site and provided by Dakota Electric Association. Contact Mark Lofthus at 651-463-6242.
- **Natural Gas:** Natural gas is available at the site and provided by Minnesota Energy Resources. Contact Jeff Larson at 651-322-8907.
- **Water:** The water supply can be provided by the City of Elko New Market. Water is not currently adjacent to the site but has been designed and can be extended within required timeframe for Phase I.
- **Sanitary Sewer:** Sanitary sewer can be provided by the City of Elko New Market. The City of Elko New Market is part of Metropolitan Urban Service Area (MUSA), and the City's wastewater is handled through the Metropolitan Council. Sanitary sewer is not adjacent to the site but has been designed and can be extended within the required time frame for Phase I.
- **Fiber:** Fiber is currently adjacent to the site in the Scott County Road 2 right-of-way, provided by Zayo. Zayo and other providers are in close proximity to the site.

### LOCAL INCENTIVES:

- Tax abatement (or TIF)
- City fee deferral or assessment overtime
- Fiber assistance from Scott County
- City to extend sanitary sewer and water utilities to the site for Amazon HQ2
- Reduction in city water utility rates

### TRANSIT OPTIONS:

The Minnesota Valley Transit Authority (MVTA) is the public transportation agency for Savage, Shakopee, and Prior Lake in Scott County. MVTA is committed to coordinating transit services with the City of Elko New Market if selected as the site for the next Amazon headquarters.

### QUALITY OF LIFE:

- **Elko Speedway:** Located just 2 miles from the Park I-35 site. Widely considered the premier racing facility in the midwest, Elko Speedway has been affiliated with the National Association of Stock Car Auto Racing (NASCAR) since 1987. In addition to racing, they also offer other forms of entertainment at the track such as live outdoor music concerts and drive-in movies.
- **Boulder Route Golf Club.**

**ELKO NEW MARKET - PARK 1-35**





## FOREST LAKE - FENWAY AVENUE EAST SIDE

### OVERVIEW:

- **Address:** Fenway Avenue, Forest Lake MN, 55025
- **Size:** 120 acres
- **Owner:** City of Forest Lake
- **Current Zoning:** The site is currently zoned medium-density residential with a Planned Unit Development overlay and an airport zoning overlay. The project would be rezoned to the Business Park zoning district. Currently agriculture land.

### UTILITIES:

- **Water & Sewer:** City of Forest Lake
- **Electric:** 3 MW distribution power currently available, but can be upgraded to 180 MW immediate capabilities
- **Natural Gas:** Xcel Energy
- **Fiber:** Fiber optic networks provided by CenturyLink, Midcontinent Communications, Comcast, Verizon, and Consolidated Communications (formerly Enventis), Aurora and Zayo.

### LOCAL INCENTIVES:

- Opportunity for land at no cost to the project.
- TIF.

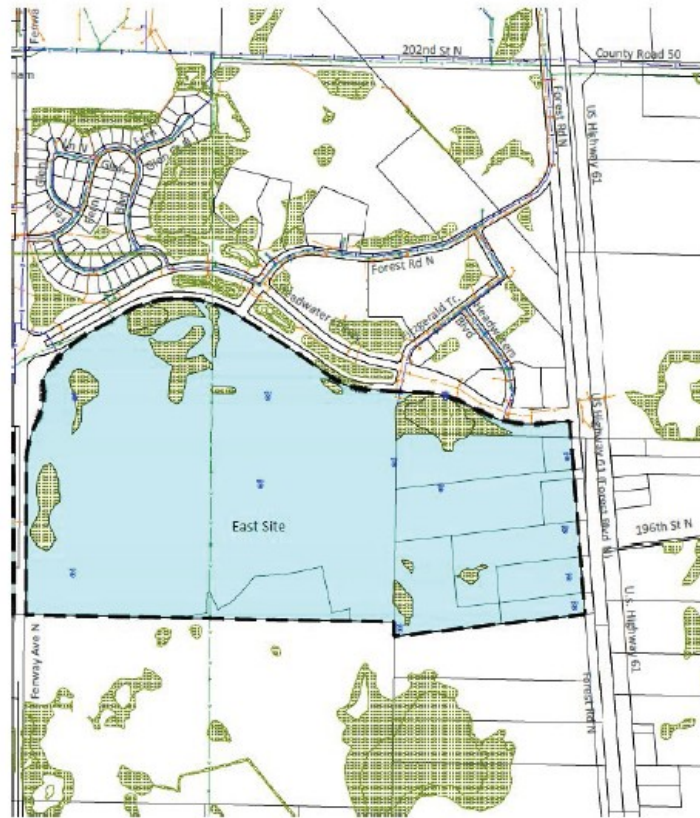
### TRANSIT OPTIONS:

- Forest Lake is served by the metro transit bus system, routes 275 (to downtown Minneapolis) & 288 (to downtown St. Paul). Nearest bus stop is 0.5 miles from proposed site. Headwaters Transit Center.

### QUALITY OF LIFE:

- In addition to the beauty of our lakes, residents are fond of agricultural pursuits, the small-town feel and family-friendly amenities.
- The City hosts many parks with various amenities including a swimming beach, playgrounds, picnic facilities, hiking and biking trails, horseback riding facilities and snowmobile trails.
- 23 parks, 18 open spaces, 14 playgrounds and 13 ball fields in the community.

## FOREST LAKE - FENWAY AVENUE EAST SIDE



## HUGO

### OVERVIEW:

- **Address:** Southeast corner of 180th Street and Elmcrest Ave N.
- **Size:** 385.9 acres
- **Owner:** Private owner
- **Price:** Less than \$10,000 per acre
- **Zoning:** Future Urban Service (FUS)
- **Land Use:** Currently agriculture land

### UTILITIES:

- **Water/Wastewater:** City of Hugo (and Metropolitan Council for sewer/wastewater). Municipal water is currently unavailable to the site. Water would be provided following the construction of a municipal well. Wastewater is adjacent to site.
- **Electric:** 3 MW distribution power available but can be upgraded to 180 MW immediate capabilities.
- **Natural Gas:** Transmission line at site.

### LOCAL INCENTIVES:

- City and county tax abatements.

### TRANSIT OPTIONS:

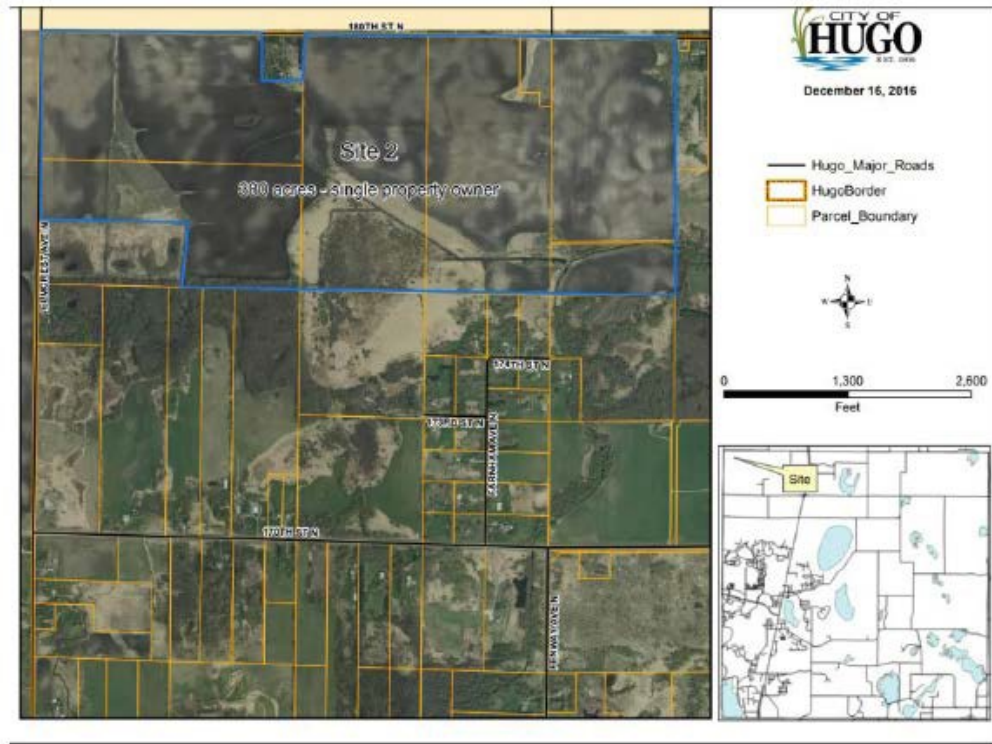
Roads adjacent to the site are currently unimproved. Elmcrest Avenue on the western boundary is planned as a future four-lane divided County roadway on the border of Washington and Anoka Counties. The County roadway leads south to Washington County Road 4, where MnDOT has plans for future interchanges on I-35E and I-35W. The property is located in a convenient and strategic location near the junction of 35E and 35W, providing freeway access directly to downtown St. Paul (35E) and Minneapolis (35W). The Rush Line Corridor Transit Line is planned to pass within ½ mile to the east of the site. A major corporate headquarters in this location will likely result in modifications in the plans for the transit service to directly access the site and will influence location of a future transit center. The Rush Line Corridor will provide mass transit service from the site to the Union Station Transit Hub in downtown St. Paul.

### QUALITY OF LIFE:

- The City of Hugo is characterized by a pleasant blend of rural and suburban landscapes with an abundance of natural resources. Eighteen parks and over 30 miles of trails provide safe and convenient connections throughout the City.
- Residents enjoy the use of many lakes, some of them very small and quiet with natural, unspoiled shorelines. Hugo's neighborhoods are strong, vibrant and well planned, often oriented around natural open spaces or parkland.
- Hugo's residential growth has led to an emerging retail and commercial market bringing many new businesses and services to the community.



# HUGO



## INVER GROVE HEIGHTS - ACE IN THE HOLE

### OVERVIEW:

- **Address:** Interstate 494
- **Size:** 124 acres
- **Owner:** Ace in the Hole Real Estate LTD Partnership
- **Price:** \$6M-\$9M for the 124 acres
- **Current zoning:** Will be zoned properly for project. Previously agriculture.

### UTILITIES:

- **Water:** City
- **Wastewater:** City
- **Electric:** Xcel Energy
- **Natural gas:** Xcel Energy
- **Fiber:** The fiber and coax are currently located across the street in the right-of-way, adjacent to the site.

### LOCAL INCENTIVES:

- Tax abatement
- Low interest or no interest loans
- Utility fee reductions or credits

### TRANSIT OPTIONS:

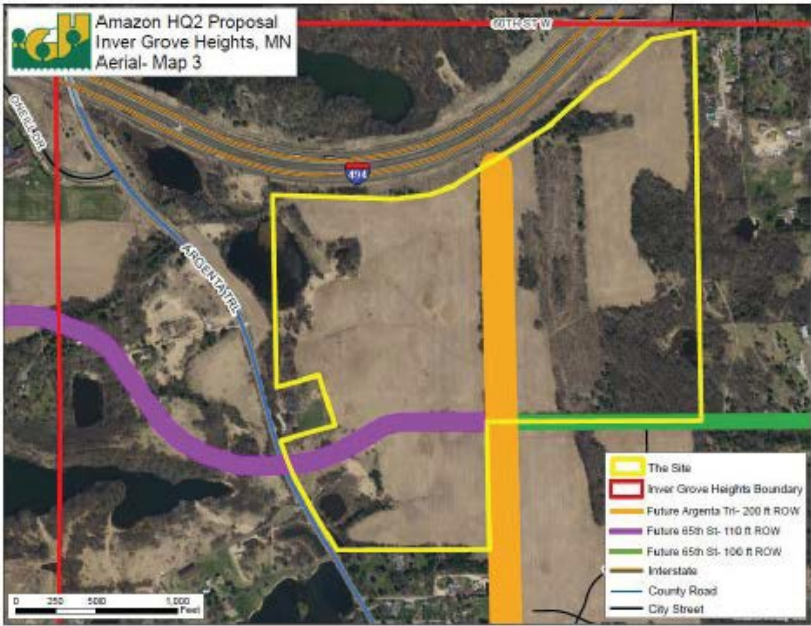
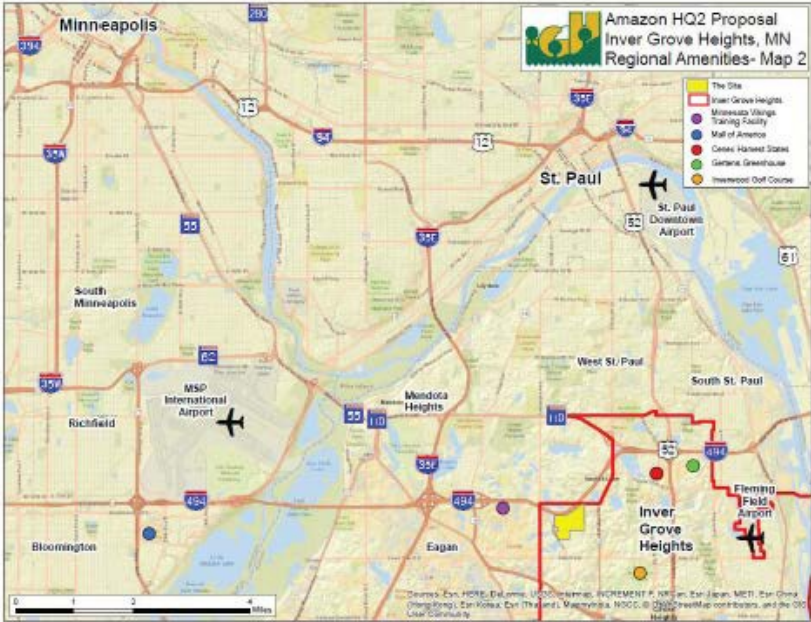
Three bus routes serve Inver Grove Heights directly, through the Metropolitan Council. Buses operated by the Met Council include a fully ADA compliant line (Metro Mobility) and Transit Link, which offers a hybrid version of transportation in areas where normal bus routes do not serve.

### QUALITY OF LIFE:

The City of Inver Grove Heights has an extensive network of parks, trails, and recreational facilities. The system includes 28 city parks of 600 acres and 26 miles of trails.

Our community boasts a growing and diverse restaurant scene. You can often find local musical artists and bands entertaining patrons. During the warmer months, residents can enjoy dining al fresco on sidewalks, at the riverside, or even on a rooftop patio.

## INVER GROVE HEIGHTS - ACE IN THE HOLE





## LAKEVILLE - INTERSTATE SOUTH LOGISTICS PARK

### OVERVIEW:

- **Address:** County Rd 70 & Dodd Blvd.
- **Size:** 176 acres
- **Owner:** Private owner - Scannell Properties
- **Price:** \$3.25/psf
- **Zoning:** Light industrial and office. AUAR is complete.

### UTILITIES:

- Water available via City of Lakeville.
- Sewer available via City of Lakeville, nearest substation is 6.7 miles from site.
- Electric available via Dakota Electric Association.
- Natural gas available via Minnesota Energy Resources Corporation.
- Fiber available.

### LOCAL INCENTIVES:

- Tax abatement
- Reduction in development fees and expedited approval and permitting process

### TRANSIT OPTIONS:

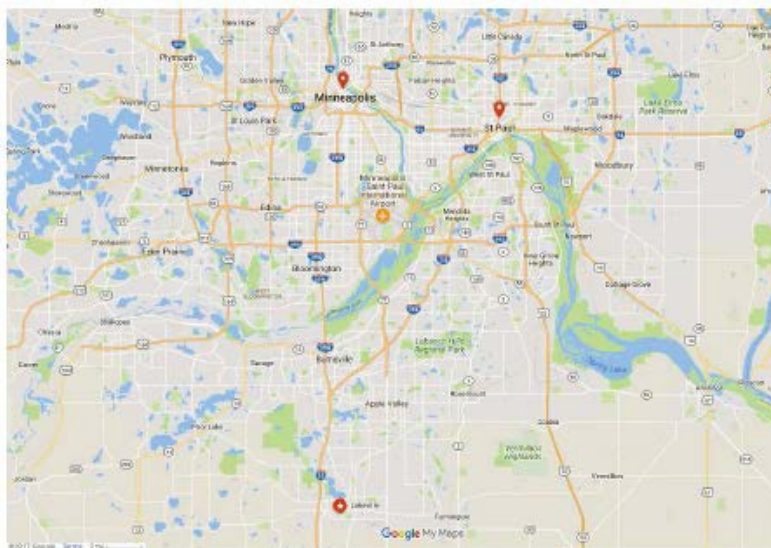
- Express bus route 467 and future Orange Line bus route service to downtown Minneapolis.

### QUALITY OF LIFE:

- Fastest growing city in MN for the past four years.
- 62 parks, 100 miles of pedestrian and bike trails and diverse recreational opportunities for all ages.

"Our parks, lakes, and award-winning schools are alive with countless cultural, recreational, educational, and leisure activities. Lakeville is ideally positioned for easy access to the Twin Cities' numerous regional amenities and attractions. From an historic downtown to industrial and high-tech business parks, Lakeville continues to attract quality growth while maintaining the small-town feeling and high quality of life that makes it exceptional."

## LAKEVILLE - INTERSTATE SOUTH LOGISTICS PARK



## MAPLE GROVE - ARBOR LAKES BUSINESS PARK

### OVERVIEW:

- **Address:** Northwest corner of Hwy 169 & I-694 Interchange.
- **Size:** 115 acres with 80 additional for expansion.
- **Owner:** 2 private owners (willing sellers)- Tiller Corporation & C.S. McCrossan Inc. Former gravel mine.
- **Current Zoning:** Freeway Frontage. Will be rezoned to PUD, Planned Unit Development, with any development proposal.

### UTILITIES:

- **Water & Sewer:** City of Maple Grove (& Metropolitan Council Environmental Services for sewer)
- **Electric:** Wright-Hennepin Electric
- **Natural Gas:** CenterPoint Energy
- **Telecommunications:** CenturyLink
- **Fiber:** The City of Maple Grove has the fiber optic infrastructure in place that could provide access to telecommunication companies (Arvig, Zayo, AT&T) that could provide the long haul fiber.

### LOCAL INCENTIVES:

- TIF
- Maple Grove is a PACE city (Property assessed clean energy city), a program available to finance energy efficient and renewable energy features.

### TRANSIT OPTIONS:

- Maple Grove transit has local service, and commuter express service to and from Minneapolis utilizing 55 round trips on six express routes. The Maple Grove transit station is 1.5 miles from the proposed site.
- Proposed Metro Blue Line Extension Light Rail Station.

### QUALITY OF LIFE:

- **Retail destination:** The Shoppes at Arbor Lakes, shopping locations at Main Street, and the Fountains at Arbor Lakes are home to more than 220 businesses that provide upscale shopping, independent stores, specialty chains, and national brands, as well as unique dining experiences and four hotels.
- **Outstanding Parks & Recreation:** a wide range of recreation programs, an award-winning central park, and the largest farmers market in the northwest metro.
- **Osseo Area Schools** has been named one of the nation's Best Communities for Music Education every year since 2009 (NAMM Foundation).



## MAPLE GROVE - ARBOR LAKES BUSINESS PARK



## NORTH BRANCH - INTERSTATE BUSINESS PARK

### OVERVIEW:

- **Address:** Interstate 35 & 400th St.
- **Size:** 236 acres
- **Owner:** City of North Branch
- **Price:** \$1.75/psf
- **Current Zoning:** I4, I2 classifications. Shovel ready for MN DEED program.

### UTILITIES:

- **Water:** North Branch Water and Light
- **Sewer:** City of North Branch
- **Electric:** East Central Electric Energy
- **Natural Gas:** Xcel Energy, Minnesota Energy Resources Corp.
- **Fiber:** Fiber optic network service available via MidCo.

### LOCAL INCENTIVES:

- TIF or tax abatement
- Discounted water and sewer trunk and access charges
- Land price reduction

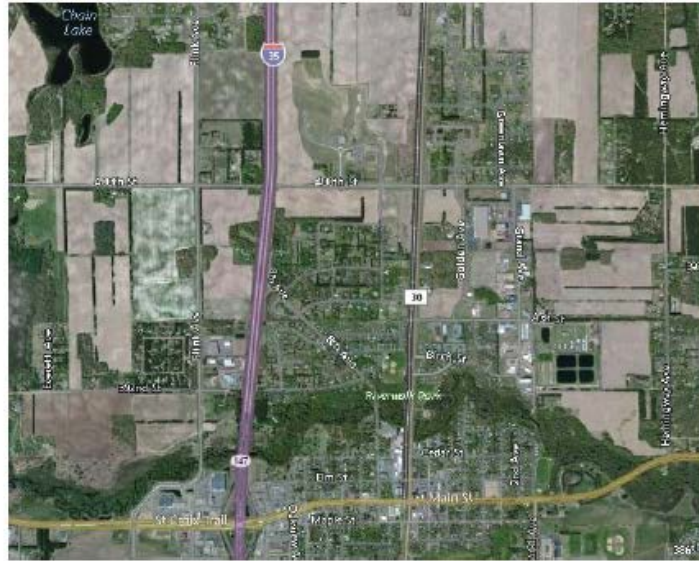
### TRANSIT OPTIONS:

North Branch is a partner in the Rush Line Corridor whose purpose is to establish and support transit service from St. Paul to Hinckley. North Branch would partner with Rush Line to establish transportation options to the site, likely in the form of bus rapid transit and express buses from the existing Metro Transit park and ride sites.

### QUALITY OF LIFE:

- The City of North Branch has over 232 acres of parkland at 19 sites for outdoor recreational enjoyment.
- North Branch is a bikeable community with 18 miles of trails and 17 miles of sidewalks. The site is immediately adjacent to the Sunrise Prairie Trail that extends south through Chisago and Washington Counties with connections to Minneapolis and St. Paul and is planned to connect to the regional/state trail system that currently exists from Hinckley to Duluth and the North Shore. Segments of the trail between North Branch and Hinckley are under construction or planned.
- The city has a variety of amenities including excellent restaurants, cafes, hotels and campgrounds.

## NORTH BRANCH - INTERSTATE BUSINESS PARK





## RAMSEY - THE COR

### OVERVIEW:

- **Address:** 3 sites/parcels on Sunwood Drive & Riverdale Drive, between Armstrong Blvd. & Ramsey Blvd. NW
- **Size:** 102 acres total (3 sites)
- **Owner:** All sites owned by either City of Ramsey or PSD LLC
- **Price:** Value of land varies site to site (\$6 psf to \$12 psf)
- **Current Zoning:** Existing zoning includes a mix of commercial, office, and business districts (different on each site). Amazon HQ2 would not be a major shift in zoning. If desired, Ramsey is open to creative land use proposals such as mixed uses, high-density, and incorporating community amenities.

### UTILITIES:

- **Water:** 12" dual feed lines
- **Sewer:** 8-30" lines
- **Fiber:** 2 sources. Also dark fiber from county.
- **Gas:** 6" lines. CenterPoint Energy
- **Electric:** 6MW capacity, 3PH, 7.2/12.47kV - Connexus Energy

### LOCAL INCENTIVES:

- Tax abatement

### TRANSIT OPTIONS:

- Northstar commuter rail (runs from downtown Minneapolis to Big Lake, MN- Ramsey station is directly adjacent to COR site. 30 minutes to Minneapolis from Ramsey station, 45 minutes to MSP airport.)

### QUALITY OF LIFE:

- Bunker Hills Park (roughly 20 minutes from site)
- Elm Creek Park Reserve (roughly 20 minutes from site)
- National sports center (roughly 25 minutes from site)

Mississippi River establishes prominent southern border for Ramsey (Designated national wild and scenic river; enjoyed by many for fishing, camping, canoeing and kayaking)

The COR is Ramsey's downtown amenity-rich development. It houses a municipal center, charter school, and various restaurants, grocery stores, and coffee shops. It was planned and implemented based on values of walkability and a sense of community.

## RAMSEY - THE COR



## ROSEMOUNT - UMORE PARK

### OVERVIEW:

- **Address:** UMORE Park - US Highway 52
- **Size:** 160 acres
- **Owner:** University of MN and Opus
- **Price:** \$2.25 psf
- **Current zoning:** Will be zoned properly for project. Previously agriculture.

### UTILITIES:

- **Water:** City
- **Wastewater:** City
- **Electric:** Xcel Energy
- **Natural gas:** MN Energy Resources
- **Fiber:** Multiple providers one mile from site

### LOCAL INCENTIVES:

- Tax abatement

### TRANSIT OPTIONS:

- Express bus service is available from downtown Rosemount to Minneapolis and St. Paul.
- The city is working with the local transit authority to add an express bus stop near the site, which is located along a route serving St. Paul. The anticipated location of the bus stop will be Dakota County Technical College, immediately west of the site.

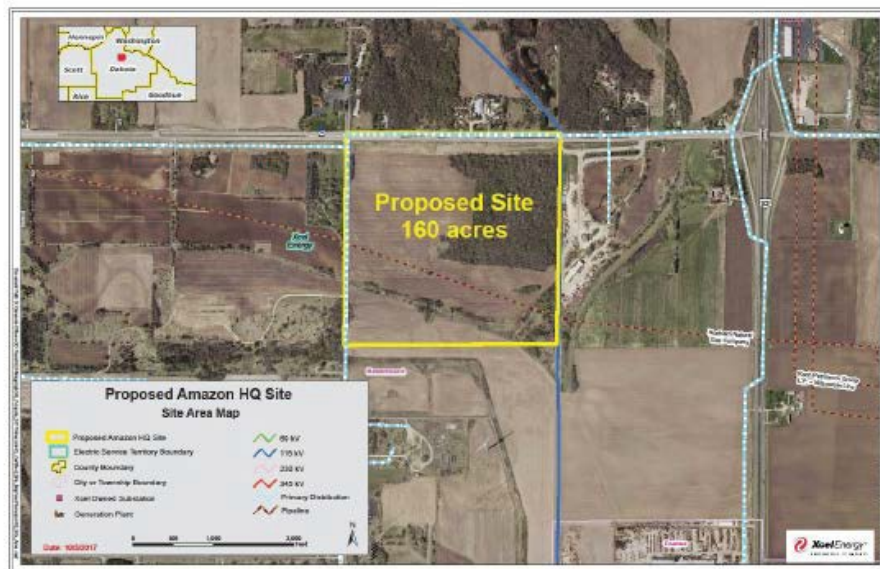
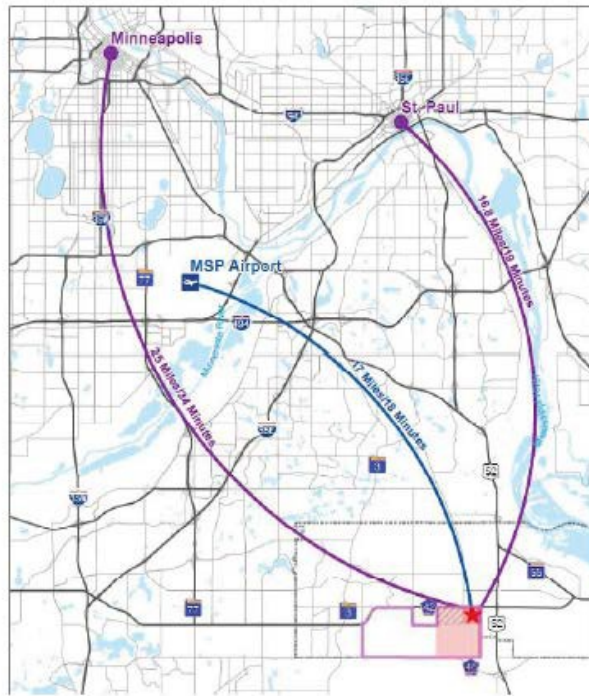
### QUALITY OF LIFE:

There are 29 neighborhood and community parks available in Rosemount. In close proximity to the Opus site is the Ames Soccer Complex and the ballfields at UMore, which provide active recreational opportunities for numerous youth and adult association sports.

The City has guided land within a mile of the site for a variety of housing types, including single family homes, townhomes, and apartments.



## ROSEMOUNT - UMORE PARK



## SHAKOPEE - CANTERBURY INNOVATION DISTRICT

### OVERVIEW:

- **Address:** 1100 Canterbury Road South, Shakopee, MN
- **Size:** 200 acres
- **Owner:** Canterbury Inc. – Randy Sampson, 952-292-7500
- **Current zoning:** Planned Unit Development Overlay allowing flexibility with the site layout.

### UTILITIES:

- **Electric:** Electrical is available at the site and provided by the Shakopee Public Utilities Commission
- **Natural Gas:** Natural gas is available at the site and provided by CenterPoint Energy.
- **Water:** The water supply is provided by the Shakopee Public Utilities and is to the site.
- **Sanitary Sewer:** Sanitary sewer is provided by the City of Shakopee. Sanitary sewer is to the site.
- **Fiber:** Fiber is currently adjacent to the site, provided by Zayo.
- **Cellular Service:** There are four major cellular phone companies which provide service at the site.

### LOCAL INCENTIVES:

- Redevelopment Tax Increment Financing

### TRANSIT OPTIONS:

- The existing Canterbury Road South site has outstanding visibility and excellent access to the state's transportation system, only 0.4 miles from a U.S. Highway 169 interchange.
- Minnesota Valley Transit Authority (MVTA) currently services Shakopee with express and fixed route bus service. They have a fixed route that serves the Canterbury area.

### QUALITY OF LIFE:

"Shakopee's considerable park, open space and trail system includes 920 acres including two Tot Lot Parks, 18 Neighborhood Parks, 13 Community Parks, and more than 10 miles of recreational trails. The Minnesota Valley National Wildlife Refuge provides hiking trails, guided tours and nature walks. Several other trail systems connect within the City to provide residents and employees with a high quality of life."

"Finding places to shop, dine or congregate with colleagues, family or friends is not difficult. There are 5,797 eating and drinking establishments within a 30-mile radius of Shakopee, and 119 within 10 miles of the Canterbury Road South site! In addition, there are 1,615 apparel, furniture and miscellaneous retail stores within 10 miles! (Source: DemographicsNow, September, 2017)."

## SHAKOPEE - CANTERBURY INNOVATION DISTRICT





## WOODBURY - NORTHEAST BUSINESS PARK

### OVERVIEW:

- **Address:** Southwest corner of Interstate 94 & Manning Ave S/County Road 95
- **Size:** Over 350 acres
- **Owner:** Private owner- Dale Properties LLC owns roughly 340 acres, the rest of the site is owned by various private property owners.
- **Price:** \$4.50/psf - \$9.00/psf
- **Current Zoning:** Business Campus District. AUAR completed.

### UTILITIES:

- The property has immediate access to all utilities as well as a dark fiber network provided by Cologix, Inc.
- **Water & Sewer:** City of Woodbury
- **Electric:** Xcel Energy
- **Telecommunications:** CenturyLink
- **Natural Gas:** CenterPoint Energy

### LOCAL INCENTIVES:

- TIF, tax abatement
- City of Woodbury and regional economic development agencies are willing to discuss additional sources of funding for HQ2.

### TRANSIT OPTIONS:

- Express bus route 467 and future Orange Line bus route service.
- The Gateway Gold Line Bus Rapid Transit system is projected to be operational in 2024, pending federal funding. It would have 2 stops in Woodbury and would connect to the metro transit system and the light rail.

### QUALITY OF LIFE:

- Woodbury's renowned park system includes more than 3,300 acres of parkland and 140 miles of paved biking and walking trails
- The newly expanded HealthEast Sports Center is one of the largest multiuse sports centers in Minnesota
- Math and Science Academy, a charter school based in Woodbury, was ranked as the 2017 Best High School in Minnesota by U.S. News and World Report.
- Woodbury has numerous dining and shopping opportunities. With more than 110 restaurants and almost 5 million square feet of retail shopping, Amazon's employees, clients and vendors will find everything they need close by.

**WOODBURY - NORTHEAST BUSINESS PARK**







# Business Support

Business and People Prosper Here.



October 13, 2017



Richard K. Davis  
Executive Chairman

800 Nicollet Mall  
Minneapolis, MN 55402  
612.303.0840 direct  
651.312.2550 fax

[usbank.com](http://usbank.com)

Michael Langley  
Chief Executive Officer  
GREATER MSP  
400 North Robert Street, Suite 1600  
Saint Paul, MN 55101

Dear Michael:

As the Chairman for Greater MSP, and the Executive Chairman for U.S. Bancorp, headquartered in the Twin Cities for more than 100 years -- I wanted to add my enthusiasm for the opportunity to incentivize Amazon to consider our strong region as a location for their second headquarters.

It is exciting to think about Amazon opening a new HQ operation here in Minneapolis-Saint Paul (MSP). They will find our region to be one where businesses can grow and prosper. As a technology company, Amazon will find the resources and talent it needs to grow their operation.

The region offers our workers an environment that places high value on family values and work-life balance. Commute times are short, home ownership is attainable and the ability to make a significant social impact plentiful. This very special region has contributed to our company's success and positions us for more growth.

We would welcome Amazon to our region and feel it would make a positive impact here. And more importantly, the region will have a positive impact on Amazon. We wish Amazon well in its pursuit of a new HQ location. Please let me know if U.S. Bank can be of any further assistance.

Sincerely,

A handwritten signature in dark ink, appearing to read "Richard K. Davis", with a stylized flourish at the end.

Richard Davis



THOMSON REUTERS

Rick King

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Rick.King@thomsonreuters.com

October 16, 2017

Michael Langley  
CEO  
GREATER MSP  
400 North Robert Street  
Suite 1600  
Saint Paul, MN 55101

Dear Michael:

I am writing to offer my support as GREATER MSP and the Minnesota Department of Employment and Economic Development (DEED) craft an answer to the RFP for Amazon's HQ2 location in Minneapolis-St. Paul (MSP).

Thomson Reuters has operated in the Greater MSP region since 1872 and has achieved remarkable success here. We employ 6,000 people in our Eagan location with a focus on our legal business but also enabling functions and technology development and operations that support our Finance & Risk, Tax & Accounting and Reuters News Agency businesses. Globally, we employ 45,000 professionals in 100 countries who provide professionals with the intelligence, technology and human expertise they need to find trusted answers. Our customers include 90% of the Fortune 100 companies for our legal solutions, 100% of the top 100 U.S.CPA firms for our tax & accounting solutions, 40,000+ global customers for our finance & risk solutions and more than 1 billion people every day for Reuters news.

A key strength of the region – and our business - is its outstanding workforce. The state of Minnesota has consistently made a commitment to education, with some of the best K-12 public schools and incredible concentration of colleges and universities including top graduate programs. Our demands for employee skills include international finance, marketing/social media, legal content, customer service/sales and technology. It's worth noting that we are among the leading technology companies in the nation as it pertains to employing women at all levels of technology and have just received the prestigious Anita Borg Institute (ABI) 2017 Top Companies for Women Technologists Leadership Index for the second consecutive year for the second year in a row. Even as we've grown globally, we continue to have a significant presence here –



THOMSON REUTERS

our largest anywhere in the world - because the people are well educated and engaged and willing to work hard to contribute to our success.

Our region also enjoys an outstanding quality-of-life, which is undoubtedly one reason for high employee satisfaction. We love the outdoors and enjoy taking advantage of all four seasons, we have world class cultural assets like the Guthrie Theater and the Minneapolis Institute of Art as well as major sports franchises in every league – MLB, NBA, NHL, MLS, our WNBA champion Minnesota Lynx and our Super Bowl LII hosting Minnesota Vikings. As a result the region leads the country in the retention of executive talent. When people relocate here, they stay. I am proud to say that the engagement of the region's business leaders has had a direct influence in creating a thriving region. The collaboration between public, private and institutional leaders has created a community rich in cultural assets and continues to address our most pressing social issues. We would welcome Amazon to the community and the influence it could make on the region.

I look forward to hearing more about the potential for Amazon to open its new HQ2 in the region. It would be an excellent choice for Amazon, and an outstanding addition to MSP. And as we increasingly do business with AWS, we would love to share our community with you. I am certain that Amazon would find that the MSP region is one where business and people prosper.

Sincerely,

Richard H. King  
Executive Vice President, Operations & Chief Information Officer





**Bill Lentsch**  
Senior Vice President  
Delta Connection & Delta  
Global Services

**Delta Air Lines, Inc.**  
7500 Airline Drive  
Department 009  
Minneapolis, MN 55450

October 17, 2017

Michael Langley  
CEO  
Greater MSP  
400 North Robert Street, Suite 1600  
Saint Paul, MN 55101

Dear Michael,

It is exciting to hear of your organization's pursuit of the second Amazon headquarters location here in the Twin Cities. Amazon would be a welcome addition to the community and Delta Air Lines would look forward to supporting its establishment here.

Delta is the largest airline in the State of Minnesota connecting Minnesotans, and Minnesota businesses, to points across the world. Delta's Hub at Minneapolis/St. Paul International Airport ("MSP") operates 450 flights per day and provides Minnesotans with direct service to 129 destinations. Delta serves the top business destinations multiple times per day, including 17 flights to the New York airports, 14 flights to the Chicago airports, 13 flights to the Washington, D.C. airports, 10 flights to San Francisco and the Bay Area airports, 8 flights to Los Angeles, and 7 flights to Seattle.

In addition to our strong domestic network, Delta also provides daily international service to London, Paris, Amsterdam and Tokyo. These flights not only connect Minnesota to important business markets, but they also connect MSP to the hubs of our global partners who provide easy one-stop connections to destinations around the globe.

Working with the Metropolitan Airports Commission ("MAC"), Delta supported the recently completed \$2 billion 2010 Capital Program at MSP which ensured the terminal and airfield are able to handle future travel demand. This type of investment recently helped MSP earn the top airport for North American Airports that service 25-40 million passengers by Airports Council International. The MAC and Delta continue to prepare for future growth at MSP and are currently in the middle of an additional \$1 billion capital investment program. This program will provide significant improvements to the terminal lobby and baggage claim areas as well as the construction of a new parking deck and a hotel on airport property.

Delta is proud to call Minnesota its "second home" and to connect Minnesotans and Minnesota companies to the rest of the world. We would look forward to continuing to strengthen our already strong business relationship with Amazon if they were to choose the Twin Cities as the location for their second headquarters facility.

Sincerely,

A handwritten signature in black ink that reads "Bill Lentsch".

Bill Lentsch



200 First Street SW  
Rochester, Minnesota 55905  
507-284-2511  
mayoclinic.org

**John H. Noseworthy, M.D.**  
President and Chief Executive Officer

October 17, 2017

Amazon Headquarters  
410 Terry Avenue  
Seattle, WA 98109

Dear Amazon Leadership,

On behalf of Mayo Clinic, I extend our full support for Amazon's consideration to locate its second headquarters in Minnesota. As a global leader in health care and Minnesota's largest private employer, Mayo Clinic is proud to call Minnesota home. As you evaluate options, you will find Minnesota to be an extraordinary place where businesses excel and employees enjoy an unmatched quality of life.

Mayo Clinic was established more than 150 years ago in Rochester, Minn., and has grown as a world-class medical center that cares for more than 1.3 million patients every year and employs nearly 60,000 people. We have benefited from a long-standing statewide commitment to innovation, education, economic development and a spirit of inclusion that helps sustain our leadership in medicine. Examples of this include state-supported, public-private initiatives such as the Minnesota Partnership for Medical Genomics and Destination Medical Center. These significant state investments help attract research funding and entrepreneurship to create a diverse and vibrant economy. As a result, economists project that 45,000 new jobs will be added to Southeastern Minnesota in the next two decades.

Minnesota has a strong work ethic and very talented work force. Mayo Clinic educates around 135,000 students annually through Mayo Clinic College of Medicine and Science. Students are drawn here by opportunities to engage in a highly dynamic research environment, where partnerships and innovation drive medical and technological advancement. In addition, Minnesota's strong educational system has served as a consistent source of highly-qualified employees to advance our mission.

Minnesota is an internationally-connected business center, and we have found the business community to be supportive and engaged in the economic growth of the region. As a key driver of Minnesota's economic engine, Mayo Clinic provides a total economic impact to the State of Minnesota exceeding \$11.8 billion. In fulfilling our mission, Mayo Clinic engages in comprehensive commerce spanning biomedical practice, research and education. For example, as one of the largest reference labs in the world, Mayo Clinic conducts clinical lab testing on more than 30,000 lab specimens a day for more than 4,000 clients in countries throughout the world.

Minnesota offers a great place to live, work and do business. Mayo Clinic would be honored to welcome Amazon to Minnesota.

Sincerely,

A handwritten signature in black ink that reads "John H. Noseworthy".

John H. Noseworthy, M.D.  
President and CEO  
Mayo Clinic

October 17, 2017

Michael Langley  
Chief Executive Officer  
GREATER MSP  
400 North Robert Street, Suite 1600  
Saint Paul, MN 55101

Dear Michael:

I am writing to offer my support as GREATER MSP and the Minnesota Department of Employment and Economic Development (DEED) continue discussions with Amazon about the potential of locating their second Headquarters here in our Minneapolis-Saint Paul (MSP) community.

As President and CEO of Land O'Lakes, Inc., a Fortune 209 company that has been based in and operated in the MSP region for nearly a century, I would like to highlight the many attributes MSP offers. We know the business community. That said, we are a farmer-owned business that also is deeply committed to all aspects of the health of the community as-a-whole.


Land O'Lakes is working to address one of the most important challenges facing humanity today – feeding the burgeoning global population on an ever-changing planet. This is achieved through an innovative, technology-driven organization supported by a tremendous, well-educated workforce from a competitive, dynamic talent pool. The high concentration of Fortune 500 companies headquartered here in the MSP region is rare, if not completely unique. The scale and expertise needed to support those companies is provided by the globally recognized University of Minnesota. Amazon would benefit from this human asset base.

Further, the leaders of Amazon, along with other existing Twin Cities retailers could create an additional hub of industry expertise in retailing to join already existing hubs in HQ/Business Services, Health & Life Sciences, Food & Water, Manufacturing & Technology and Financial Services.

The ecosystem beyond the MSP workforce further builds a broad foundation for success: the collaborative partnerships between our region's business leaders and public officials; a dedication to civic leadership and global citizenry, and consistent top rankings in quality of life benefitted by Minnesota's natural resources and diverse cultural attractions.

Finally, and practically, the MSP region offers several outstanding location possibilities – two thriving downtowns and many ideal suburban options. The community has great business momentum. If Amazon joins us here, we'll keep it rolling together.

Sincerely,



Christopher J. Policinski  
President and CEO





5400 Main Street NE,  
Suite 203D  
Minneapolis, MN 55421

763.571.2580 P  
[www.thorcon.net](http://www.thorcon.net)

October 12, 2017

Mr. Michael Langley, CEO  
GREATER MSP  
400 North Robert Street, Suite 1600  
Saint Paul, MN 55101

Dear Michael:

I am writing this letter to offer my support for GREATER MSP and the Minnesota Department of Employment and Economic Development (DEED) to develop a competitively differentiated presentation for Amazon's consideration of moving their HQ2 location to Minneapolis-Saint Paul (MSP).

Our region is unique due to its market-leading private businesses that range from entrepreneurial start-ups to mature Fortune 500 firms, progressive government that balances fiscal discipline with socially inclusive policies and programs, a thriving philanthropic and civic community, and a globally respected land grant, research institution combined with a plethora of reputable, niche colleges, universities, and vocational institutions.

We also have certain natural resources, including a full four season experience and access to fresh water, abundant food, and a world-class health care system that has created an outstanding quality of life for Minnesotans. As great as those assets are, undoubtedly our greatest asset is our people. Our highly educated workforce is engaged, willing to work hard, and committed to creating a sustainable, healthy and fun community where everyone can prosper.

THOR Companies, founded here in MN in 1980, is one of the largest African-American owned industrial/service firms in the U.S. We develop SMART models for building, transforming and sustaining healthy communities. We are turnkey real estate experts that specialize in commercial and mixed-use development, design, construction, energy management and consulting. We optimize the life cycle of the built environment and maximize our impact to local communities, by investing in, and managing, select operating entities in identified growth sectors, while creating diverse supply chains, via the deployment of innovative pipeline and capacity-building solutions, for emerging businesses and workforce.

I am proud to be a part of a region where cooperative public and private partnerships are the norm. Our region would be an excellent choice for Amazon and I look forward to welcoming them into our community. The MN region is truly bold here!

Sincerely,

A handwritten signature in blue ink, appearing to read 'Ravi Norman'.

Ravi Norman  
Chief Executive Officer

MINNESOTA | NEVADA | FLORIDA | CALIFORNIA | MISSISSIPPI

October 13, 2017

Amazon Headquarters  
410 Terry Ave. N  
Seattle, WA 98109

To Whom It May Concern:

We are writing to strongly recommend that you select Minnesota for the location of Amazon HQ2 and to pledge our joint commitment to helping your company meet its employment needs in our state.

As you may know, Minnesota has one of the highest quality post-secondary education systems in the country and one of the most educated workforces. The state has an extensive array of public and private post-secondary institutions with different missions, offering students and employers opportunities for working with two-year, four-year and graduate research and education programs of their choice. Over the past few years, new alliances among our higher education institutions, and new partnerships between business and higher education have been formed. These efforts are directed at building partnerships with intentionality and scale to ensure we meet the talent and innovation needs of Minnesota businesses today and in the future.

Our colleges and universities educate over 400,000 students annually and nearly 40% of the state's residents age 25 – 44 hold bachelor's degrees. Minnesota colleges and universities have an extensive track record of working with employers to help prepare workers for careers in demand and upgrade the skills and training of their workforces. To that end, we would be pleased to work with Amazon to custom design programs, curriculum and training to meet your short and long term workforce needs in Minnesota.

Minnesota's robust economy and diverse workforce are directly related to the state's system of higher education. Education is a priority in Minnesota, and we would be pleased to work with you to attract, retain and train high-quality employees for the Amazon HQ2 project.

Sincerely,



Eric W. Kaler, Ph.D.  
President  
University of Minnesota



Devinder Malhotra, Ph.D.  
Interim Chancellor  
Minnesota State



Mary Dana Hinton, Ph.D.  
Board Chair  
Minnesota Private College  
Council



## BOARD OF HENNEPIN COUNTY COMMISSIONERS

A-2400 GOVERNMENT CENTER  
MINNEAPOLIS, MINNESOTA 55487-0240

October 16, 2017

Amazon  
Office of Economic Development  
2121 7th Avenue  
Seattle, WA 98121

On behalf of the Hennepin County Board of Commissioners, I am writing to express our enthusiastic support for Minnesota's bid to become the new home for Amazon's HQ2. As the largest county by population in the state, Hennepin County has earned a reputation as a **trusted partner**. We are known for bringing large agencies together to meet the challenges of today and opportunities of tomorrow with innovative, sustainable solutions.

In Hennepin County, **the success of our people is our bottom line**. We want all who live, work and do business here to experience a way of life that matches the reputation we have earned. Our commitment to improving quality of life and our proven ability to accomplish large and complex infrastructure projects have fostered the growth that our Twin Cities region enjoys. Hennepin County investments help people of all backgrounds and businesses of all sizes and types find the ideal place to prosper here.

Hennepin County's **estimated GDP of \$129 billion** comprises 55 percent of the seven-county metro whole, exceeding that of all other counties in the state combined and nearly three times the next largest. With our **AAA credit rating** that we have carefully maintained since 1977, Hennepin County can make responsible, large-scale public infrastructure investments that move our region forward and keep our economy growing. Our financial strength and stability mean we can **think boldly and act decisively** in planning and building for the future.

Hennepin County's vision for the future is evident in our **transportation investments**, which prioritize transit, biking and walking as viable ways to connect alongside motor vehicles and roads. Our steadfast commitment to a **complete transit network** built around light rail and bus rapid transit has led to two light rail transit lines up-and-running; two light rail transit extensions expected to open in the next five years; a commuter rail line and several planned bus rapid transit lines.

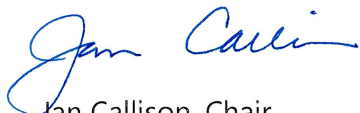


To ensure our residents and businesses continue to benefit from a first-rate transit network and the opportunities that come with it, Hennepin County adopted a new sales and use transportation tax implementation plan this year. It provides a long-term, reliable funding source — up to an estimated \$125 million annually — to grow and improve our transit and transportation infrastructure for the region.

**Livability is part of our business** in Hennepin County. We work collaboratively across agencies and sectors to build vibrant, accessible, affordable places where people want to be — whether that's at home or work, enjoying the outdoors, taking in arts and culture, or traveling somewhere in between. We invest in resources that help us attract and retain top talent and meet the demands of a modern workforce.

We are confident that Amazon and its people would also find **the ideal place to prosper here**, and again, enthusiastically support Minnesota's bid for HQ2.

Sincerely,



Jan Callison, Chair

Hennepin County Board of Commissioners

To the leadership of Amazon:

I write to support the Minneapolis-Saint Paul region's proposal for Amazon's second headquarters.

As you can see through the rest of this proposal, one unique asset the Twin Cities offers is our robust history of regional collaboration, bringing private and public stakeholders together to solve regional problems and leverage opportunities. Demonstrating our region's commitment to long-term planning for infrastructure, my organization, the Metropolitan Council, has a fifty-year legacy as a regional policy-making body, planning agency, and provider of essential services for the Twin Cities. As an organizational structure unique to the Twin Cities, we treat wastewater serving 90% of the region's population, operate 90% of the region's transit, and partner with both state and local governments to plan infrastructure that meets the region's growth.

As a result, businesses and residents alike benefit from cost-efficient services. After decades of coordinated planning, our infrastructure meets the needs of today and tomorrow, leading to wastewater rates that are 40% lower than peer regions and an emerging transit system designed to meet our future transportation needs. Coordination across public entities has led to a common transit fare structure that leads to seamless journeys across the region; planning ahead to save commuters time by constructing a new transitway simultaneous with highway rebuilding in Minneapolis; a system of 55,000 acres of regional parks; and a 4,000-mile regional bicycle network that takes cyclists smoothly across jurisdictional boundaries.

Our commitment to planning also leads to certainty about the future. Our common policy framework guides local comprehensive plans and encourages local governments to collaborate for the greater regional good. More importantly, our long-term perspective minimizes unexpected costs and plans for regional needs such as water supply, transit connectivity, and natural resources sustainability.

Our culture of innovation in the public sector allows us to adopt best practices, test new ideas and push the leading edge of our built environment. For example, stormwater collected on the rooftop of our light rail transit maintenance facility waters the grass in the Saint Paul Saints baseball stadium, CHS Field. And the construction of the Green Line light rail line between Minneapolis and Saint Paul allows us to create among the longest stormwater trenches in the country as well as lay in fiber optic lines to enhance broadband connectivity and access.

I hope that this proposal demonstrates to you how deeply embedded collaboration is in our regional DNA here in the Twin Cities. This region's strong metropolitan governance model helps ensure the success of major investments like yours. Our long history of collaboration has built deep relationships among the public sector and private sector alike that serve as the foundation for a livable, sustainable region that's a great place to do business and a great place to live.

Sincerely,



Alene Tchourumoff  
Chair



Amazon  
Office of Economic Development  
c/o Site Manager Golden  
212 – 7<sup>th</sup> Avenue  
Seattle, WA 98121

October 6, 2017

To Whom It May Concern:

Mall of America strongly supports the efforts for Bloomington, Minnesota to be the site of the proposed Amazon HQ2 project. As the top retail and entertainment destination in the nation, Mall of America has earned a national reputation for attracting more than 40 million annual visitors.

A large portion of the proposed Bloomington site includes land that is owned by Triple Five (owners of Mall of America). That land is fully entitled for up to 7 million square feet of additional density, and the Amazon HQ2 project fits within current zoning. Triple Five has an existing contract with the City of Bloomington and the Bloomington Port Authority for redevelopment which includes a substantial public funding source in the form of Tax Increment Financing.

The City of Bloomington and Triple Five/Mall of America have a successful history of completing forward-thinking, large-scale development. Most recently the City and Triple Five have worked to complete a 500-room Radisson Blu, a 342-room JW Marriott (both attached to the Mall), a \$350 million expansion which includes retail, dining, office and common area space. To complete this project \$30 million was invested in lowering the adjoining road to provide for even further growth. In short, we have a strong and cooperative working relationship with the City of Bloomington.

The Bloomington site has many advantages over other contending sites, not the least of which is access. The site – and Mall of America – is located 1.5 miles from the Minneapolis St. Paul International Airport and the Light Rail Train line begins at Mall of America and connects directly to the airport as well as downtown Minneapolis and St. Paul. The Mall's transit station is the busiest in the state. The Mall has two world-class hotels connected and is surrounded by more than forty other hotels. The site is shovel ready and provides the easiest access to the entire Twin Cities area.

The active and energetic Bloomington-Minneapolis-St. Paul community combined with convenient tourist attractions and transportation makes Minnesota a welcoming location for Amazon HQ2. We extend our strong support for the Minnesota bid to become the new home for HQ2.

Sincerely,

Kurt Hagen

Senior Vice President, Development  
Triple Five/Mall of America



*Co-Chair*  
*The Honorable Frank Klipsch*  
*Davenport, IA*

*Co-Chair*  
*The Honorable Lionel Johnson*  
*St. Gabriel, LA*

*Executive Committee*  
*The Honorable Sarah Strommen*  
*Ramsey, MN*

*The Honorable Tim Kabat*  
*La Crosse, WI*

*The Honorable Bob Gallagher*  
*Bettendorf, IA*

*The Honorable Lyda Krewson*  
*St. Louis, MO*

*The Honorable*  
*Emeka Jackson-Hicks*  
*East St. Louis, IL*

*The Honorable Jay Hollowell*  
*Helena-West Helena, AR*

*The Honorable Jim Strickland*  
*Memphis, TN*

*The Honorable Darryl Grennell*  
*Natchez, MS*

*The Honorable Sharon Weston*  
*Broome*  
*Baton Rouge, LA*

# Mississippi River Cities & Towns Initiative

Effort of the Mayors along the River  
**America's Inland Coast 2017**



October 16, 2017

Amazon  
Office of Economic Development  
c/o Site Manager Golden  
Seattle, WA 98121

Dear Site Selection Team:

**It is with great enthusiasm that we support the candidacy of the Greater Minneapolis/St. Paul, MN Region to be the site of Amazon's second headquarters (HQ2).**

The Mississippi River Cities & Towns Initiative is an association of 80 cities along America's most important waterway. Generating nearly \$500 billion in annual revenue and directly supporting 1.5 million jobs, the Mississippi River is essential to the U.S. economy; and is one of the largest provider of critical environmental services on the continent.

Like the River itself, our largest Metropolitan Statistical Areas are big and think big. The aggregate gross metropolitan product for the cities along the Mississippi River is almost a half- trillion dollars linking the corridor to the global supply chain through the significant port infrastructure that moves product to and from the rest of the world.

The Greater Minneapolis/St. Paul Metropolitan Region is the Mississippi River's strongest and largest economy. This is made possible by the incentives and logistical advantages that are unique to the Mississippi River Valley. The Minnesota Mississippi River economy is #2 in tourism, #1 in manufacturing, and #1 in all economic sectors combined for the ten-state corridor.

The sustainability platforms for both Minneapolis and St. Paul are significant generating the most robust resource conservation, renewable energy, and climate risk mitigation metrics of all the largest Mississippi River cities in the ten-state corridor. This commitment has created cost-differentiators for the many companies that have chosen the region as their headquarters – the largest concentration of Fortune 500 companies in the nation.

Furthermore, Minneapolis/St. Paul have completely embraced the asset-driven economy that is powered by the Mississippi River's global supply chain role and fresh water resources. As two of the 50 cities that tap drinking water supply directly from the River, the region has gone to great lengths to protect its water source. Realizing that clean water attracts economic development, especially adjacent to the headwaters expanse of the Mississippi, Minneapolis/St. Paul have both pursued water innovation and conservation practices; Minnesota ranked 10th nationally in total water technology patents and third in patents per capita in 2014.

The Mississippi River Valley provides some of the most incredible recreational opportunities in the world. Tourism is the second-largest economy on the Mississippi River generating \$244 billion in annual revenue. Minnesota has the largest amount of Mississippi River trails in the ten-state corridor and Minneapolis/St. Paul continually work to adjust and augment their River experience. In all the counties touching the Mississippi River of the five-state upper stem, over 2 million acres (10 percent) of the total land area is protected public conservation land for outdoor recreation with Minneapolis/St. Paul being the urban heart of such a magnificent stretch of pristine river valley unmatched on Earth in fresh water flow.

One last attribute we would note is how the cities of the Mississippi River reinforce each other. If Amazon comes to the Corridor, it will be uniquely supported by a ten-state region of 124 cities linked by one River from the border of Canada to the Gulf of Mexico. We believe the Mississippi River Valley stands apart in offering Amazon such a tremendous and vast network of support among cities and states.

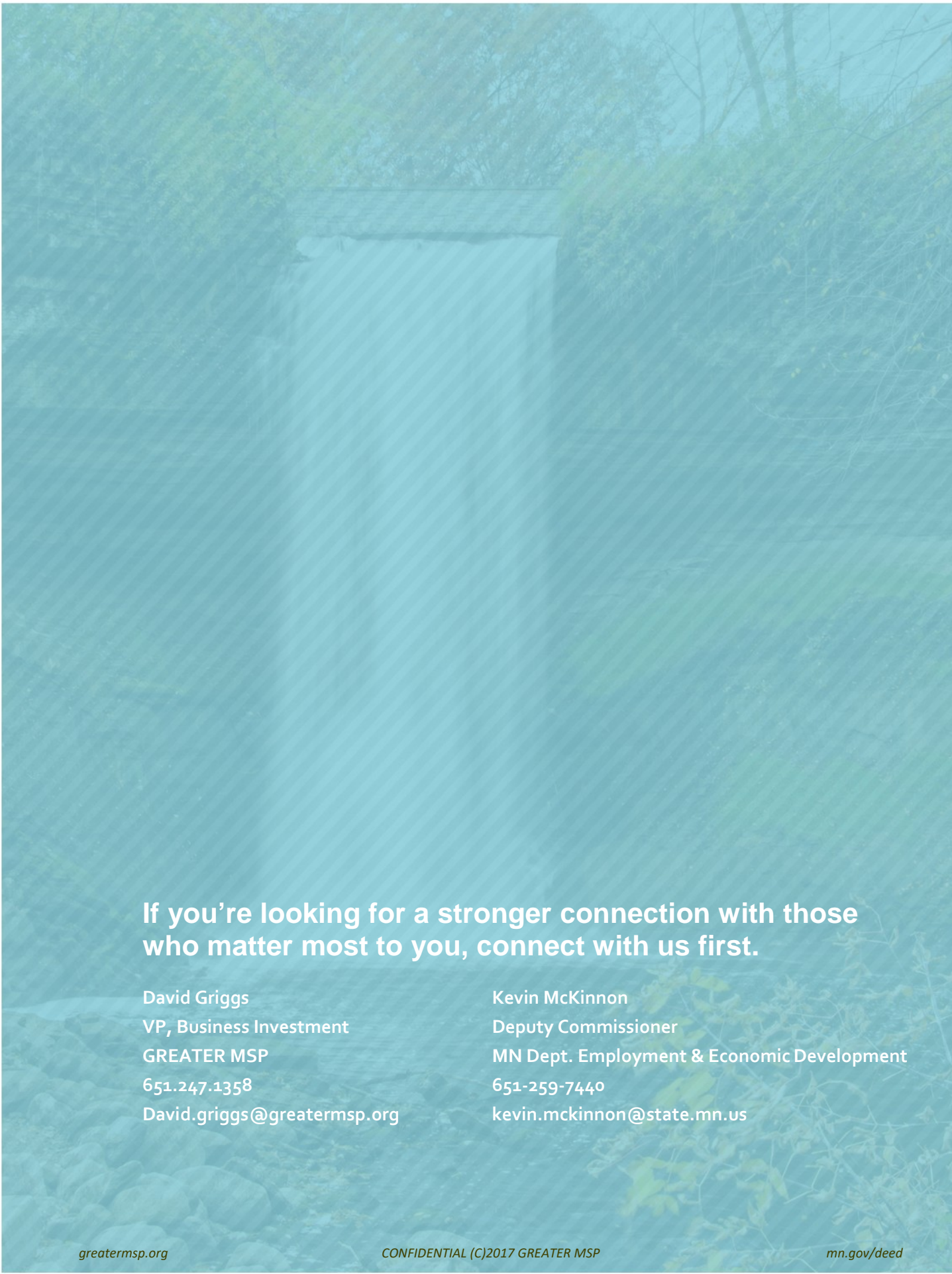
Sincerely submitted,



Frank Klipsch  
Mayor of Davenport, IA  
MRCTI Co-Chair



Lionel Johnson  
Mayor of St. Gabriel, LA  
MRCTI Co-Chair



**If you're looking for a stronger connection with those  
who matter most to you, connect with us first.**

David Griggs  
VP, Business Investment  
GREATER MSP  
651.247.1358  
[David.griggs@greatermsp.org](mailto:David.griggs@greatermsp.org)

Kevin McKinnon  
Deputy Commissioner  
MN Dept. Employment & Economic Development  
651-259-7440  
[kevin.mckinnon@state.mn.us](mailto:kevin.mckinnon@state.mn.us)